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The Role of Personal **Characteristics to Develop Business Strategy Capabilities** Abstract
The existence of human resources in a productive economic venture is a necessity that determines the back and forth of the business being run. Therefore, **the success of a** business or business performance is very much determined by the existence of "who" and "what is there" in humans behind the productive economic business. Therefore, how to make people as a determinant of the success of business ventures in productive economic ventures on a pilot scale such as Micro, **Small and Medium Enterprises** (MSMEs) can have a strong personal character and can be relied upon to make this pioneering business venture more advanced and developed in accordance the ability to compete in this competitive era and in the future.

This paper analyzes the role of personal characteristics of pioneering productive economic managers and business owners in their ability to develop their business strategies. Through theoretical studies and empirical research, showing that personal characteristics such as locus of control (especially internal locus of control), self-efficacy, motivation (especially achievement motivation), and high adversity quotient will be able to develop an entrepreneur to be creative and innovative so that they find strategies businesses that are in line with products and personal style in achieving maximum business performance.

Keywords: business performance, business strategy, personal characteristics, productive economic endeavors
Introduction Each person is a very valuable resource for the organization. By God Almighty, humans are given advantages or potentials that far exceed other creatures. Among the potential pluses of humans from other creatures is the potential to become a leader (Khalifah) which allows them to be victorious individuals. So that this potential can be used and utilized for the greatest benefit or

prosperity of life and the people around it.

This ability in realizing its role as an adaptive and transformative social creature (Sumantri & Gemina, 2015) must be maximized so that the person concerned can take advantage of it. Every self or human being needs the ability to manage himself and the potential contained in the natural surroundings as a resource to achieve life prosperity in a balanced and sustainable order. In this way, it will be clear that every human being, personal or HR, is required to participate actively so that he is valuable and the extraordinary potential he has is explored so that he continues to grow and develop optimally for this life.

Human Resource Management (HRM) focuses on managing human potential through organizational activities and operational functions. Included in this organization are productive economic business organizations such as MSMEs and Village-Owned Enterprises (BUMDes), (Agustina, T.; Gerhana, 2020). Where MSMEs and BUMDes are included in the pioneering productive economic ventures whose operations are inseparable from the personal "who" or HR behind the business operations.

So that economic activities and actions that have an impact on the business being carried out can reflect the results of the efforts that have been made. Each HR person must have a different operational background. One of the differences in the operational actions of each person is determined by the personal characteristics concerned. According to (Fadholi, MR; Gunadi, 2013); (Kerr, Kerr, Kerr, Kerr, & Xu, 2017); (Bahari, West Java, & Yunus, 2017); (Bahari, Yunus, West Java, Wardatulaina, & Yusof, 2018); (Agustina, T.;

Eclipse, 2020), personal or personal characteristics that exist in entrepreneurs are one of the factors that play an important role in the success of the business being carried out. Because the personal characteristics of an entrepreneur will provide a characteristic for an UKM/UMKM that differentiates it from other businesses. As is also the opinion of Ketchen, Hult, and Slater (2007) in (Fadholi, MR; Gunadi, 2013) that resource support alone will not automatically lead to superior business performance.

Entrepreneurs and managers as business owners must be wise in managing their resources to generate maximum profits. Because every business wants maximum success. One indicator of success can be seen from the profit generated. In order to realize this success, it takes a lot of effort to improve performance. In order for the expected performance to be achieved, an organization that has a culture of achievement is needed. The culture of achievement in the organization (business) is very necessary because it shows the back and forth of business. The culture of achievement is made

possible by organizational human resources who have the appropriate abilities.

In other words, there are personal characteristics behind the birth of a choice of action. It is a personal characteristic that belongs to a person so that it distinguishes him from other people. Personal Characteristics Performance is a measure of the success of a company or organization in achieving its goals. The results of the study (Taormina & Kin-Mei Lao, 2007) state that the success of a business is determined by individual characteristics or also called personal.

These individual or personal characteristics are inherent in individuals that can change or be stable over time. Individual or personal characteristics that can change are formed due to certain situations or certain previous experiences. For example, self-efficacy is formed due to experience factors and learning processes that have been obtained or received by someone. Self efficacy according to (Bandura, 2006) is a person's sense of belief that he can demonstrate the required behavior in a specific situation. Meanwhile, stable individual/personal characteristics are formed because they are already attached to the individual.

Examples are personality and locus of control. According to (Kreitner, R. and Kinicki, 2000) locus of control is the general belief of people about the amount of control they have over events in their personal lives. Other personal characteristics besides locus of control and self-efficacy are self-esteem, adversity quotient, motivation or more specifically the need for achievement, and others. In business companies such as MSMEs, the progress of business organizations depends heavily on individual/personal potential and the perceptions of the MSME managers or owners themselves.

Therefore it is important to explore and develop potential personal characteristics that can still be changed and improved. to become someone with new personal characteristics that match the needs and demands of the evolving business environment. Like now with the increasing level of competition that exists. With personal characteristics that change towards improvement, it is certainly expected to be able to compete and survive in conditions of changing times. Because a person cannot change other people or the environment, but the person concerned can change himself through the right response so that he can support the success he wants to achieve.

In good competition there must be a measure that can become a common standard. Performance is one measure of the success of an operation. In business, business performance can be measured by sales volume, revenue volume, sales growth, revenue growth, organizational growth, and the company's persistence in competing (Sorensen, 2006). Want also the growth of the workforce and increase in profits. (Sorensen, 2006)

also argues that company growth is not solely a function of the company's ability to innovate.

This means that determining the performance of MSMEs is not only determined by the company's growth indicators, but also by the ability of business companies to innovate. As well (Siyamtinah, 2011); and (Bahari et al., 2018) stated that innovation is the key to organizational growth, including business organizations. Therefore, the ability to innovate starts with initiative and creativity in a person and then generates new ideas to modify products, services, work methods, etc.

So that the ability to innovate for the organization is largely determined by the business owner or manager with the personal characteristics that exist in that person. Because the decision to do what and what to do, lies with the manager or owner of the business. This is the importance of human resources in an organization, especially business enterprises such as MSMEs which rely heavily on the personal abilities of their owners or managers.

The personal characteristics possessed by the manager or owner of the MSME will determine the ability to recognize and subsequently generate courage in exploiting various resources and business opportunities (Širec, Karin; and Mocnik, 2010). Included in making decisions to innovate in the products or services produced, cannot be separated from the personal characteristics of the decision maker, namely the perpetrator or owner of the business itself Therefore, the strategic role of managers or business owners is needed to have personal characteristics that are in line with the demands of changing times and the environment.

Through the possession of personal characteristics that are in accordance with existing needs, it is hoped that the values ??and spirit of entrepreneurship will be developed in him so that he can develop and grow as expected to the fullest. Especially in the tight changes in the business world and consumer demands. If a manager or MSME owner does not open himself up, improve his mindset and attitude in dealing with and how to respond correctly to changes in the fast business environment and consumer demands, etc.,

it will definitely be disrupted ((Agustina, Titien; Candrarin, Grahita; Manan, 2017) naturally, sooner or later, it's only a matter of time. Competitive Business Strategy The entrepreneurial quality of the MSME manager or owner is largely determined by the personal characteristics concerned, along with entrepreneurial orientation and intention factors that become potential in the person concerned (Lestari, 2014). How a business strategy can be built and developed in a better direction, one of which is determined by

the role contribution of the personal characteristics of the business owner.

A business strategy that is able to respond to consumer and market demands begins with the ability and decisions of the HR manager or business owner to be able to take strategic actions and steps that benefit the business. The courage to make decisions and at the same time be willing to take risks if you make a mistake in making a decision, of course only someone with strong, tough, and reliable personal characteristics can have it (Agustina, 2017). Generally, an entrepreneur has been trained to have the personal characteristics required in the business world he is engaged in. Thus supporting the desired success. Even though there are always risks in any field.

However, for someone who has already grown inside and has personal characteristics as an entrepreneur through a strong, strong, and reliable entrepreneurial spirit and values, then risks can be minimized, so that business success or increased performance can be achieved. In order to be tough, superior and reliable in a very competitive business field today and in the future, at least being able to survive in intense business competition, one of the determining factors is the personal characteristics of the perpetrator or owner/manager of the business in following up on any business issues that arise. block. Uncertainty about the decisions taken, will definitely be an obstacle, especially in the speed of action.

Lack of confidence in your abilities is also a reason for slow decision making. The inability to take experience and make one's own experience or that of others as learning, of course, produces a different personal character. In business, risk seems like a frightening specter. Even though in any field, there is always a risk. A slow or negative response to the problem at hand can weaken steps in controlling customers or markets. All of that is part of the problem that is always around entrepreneurs or business managers who are really in touch with the potential of the deepest personal characteristics concerned.

Therefore, a competitive business strategy cannot be separated from the personal characteristics of a manager or business owner. Because every action and decision taken will have an impact on business performance. Many studies have stated that there is a positive and significant relationship between locus of control, self-efficacy, self-esteem, motivation, need for achievement and other personal characteristics with the performance concerned in leading and running an organization. Likewise opinion (Judge, 2001) found a positive relationship between self-efficacy and individual performance.

Confidence in one's own abilities and belief in the success achieved, will make a person

work harder and always produce the best (Sebayang, Stevani; Sembiring, 2017). Self efficacy as part of the personal characteristics of managers and business owners can improve the performance of the individual concerned, which in turn also has an impact on the performance of the business being carried out. Seiferd in (Mukhid, 2009) states that high self-efficacy will have an impact on greater effort, persistence, and resilience. Meanwhile, low self-efficacy will function as a barrier that encourages the person concerned to avoid goals.

Thus, self-efficacy influences a person's behavior patterns, motivation, and emotional reactions. The emergence of the ability to carry out competitive business strategies cannot be separated from locus of control. Locus of control is a personality trait that explains the perception from which individuals determine the causes of events in their life (Malik, et al., 2015) in (Ary, Agung, & Sriathi, 2019). Likewise (Dewi, 2013) states that locus of control is a personality trait of a person in interpreting the successes and failures experienced.

Does it come from internal factors or comes from external factors? So that the response shown through the attitudes and actions taken will reflect the results to be received. The results of the study (Widyaninggar, 2014) state that there is a relationship between the actions taken and the results received. Therefore the courage to take initiative, be creative and carry out different innovations, is the result of self-confidence, thought processes, ways of responding, and decisions made.

In addition to the readiness of the person concerned, physically and mentally, to bear the final risk. In essence, all of these abilities originate in that person's personal psychology. Are you ready to be different, are you able to accept differences, are you strong enough to bear the consequences if you make a wrong decision, etc. So that all of that originates and becomes a mirror of the strength of one's emotional reactions. According to (Patten, 2005) locus of control has a significant effect on the achievement of a performance in the organization. Research results (Patten, 2005); (Agustina, Titien; Candrarin, Grahita; Manan, 2017); (Agustina, 2019); (Agustina, T.;

Eclipse, 2020) revealed that individuals with an internal locus of control will perform better than individuals with an external locus of control. Likewise the results of research (Beukman, 2005) state that several empirical studies have proven that locus of control is a determining variable of a person's performance and organizational performance. Likewise (Bello, 2001) states that one of the important variables that becomes the output of locus of control is organizational performance. Another personal characteristic is the adversity quotient.

According to (Stoltz, 2000) adversity quotient is a person's ability to observe difficulties and process these difficulties with the intelligence they have so that it becomes a challenge to solve them. The personal characteristics of this adversity quotient show the traits and attitudes that must exist in an entrepreneur who are required to be tough, and to be a strong and persistent personal or individual in facing any difficulties (Dewi, EYSS, 2016). The ability to face every difficulty with resilience requires intelligence within that person to find various ways and strategies to be able to solve every problem well and finally come out victorious.

Thus, entrepreneurs are required to have abilities and personal characteristics that are in line with the intense competition in the business world, both in the past, especially now and in the future. Due to the increasing role and support of the internet as well as information technology and communication technology. Good and strong personal characteristics will give birth to a superior personality, trigger the emergence of extraordinary energy "hidden" within a person, generate a burning spirit, and never-ending vitality to work and achieve.

In the next stage, it will be a factor that differentiates that person from most other people or individuals in general (Alma, 2013); (Agustina, 2017). This is what creates an adversity quotient in a person that radiates extraordinary physical and psychological qualities as a manager or business owner. The next personal characteristic is achievement motivation or need for achievement which according to McClelland (1985 in (Robbins, 2013) is an urge to excel or excel with a set of standards that are set to be achieved.

The need for entrepreneurial achievement is seen in the form of actions to do something better and more efficient than before. It is said that certain individuals who have a strong motivation to succeed will try harder to achieve personal achievement by choosing to do something better, faster, more effectively and more efficiently than the previous activity. This drive is the need for achievement. An individual with high performance differentiates himself from others according to his desire to do better.

So that the desire for achievement becomes the impetus that motivates someone to do or work or create works/achievements. Thus, strong personal characteristics through ownership of internal locus of control, self-efficacy, adversity quotient, and motivation or more specifically the need for achievement (need for achievement) show a positive and significant influence on a person's performance as well as organizational or business performance.

Based on several research results related to performance, both individual performance

and organizational or business performance (MSMEs), have shown a positive and significant influence (Agustina, T.; Gerhana, 2020); (Fadholi, MR; Gunadi, 2013); (Bahari et al., 2017); (Bahari et al., 2018); Zhang and Bruning (2011) in (Fadholi, MR; Gunadi, 2013); (Wiharti, 2017); (Suseso, Djoko; and Suddin, 2019). Strengthening Personal Characteristics Forming a new character in a person is changing what can still be changed and improved towards the desired superior character. This work is not easy and light.

Especially when it comes to personal characteristics that are deeply rooted in the person concerned, have become habits in daily behavior, of course, require quite heavy and continuous efforts. Because it has taken root and has become a habit in the long run so that it is stable and comfortable within that person. For this reason, hard, real, serious, and continuous efforts are needed in building personal characteristics that you want to form as substitutes for the personal characteristics that have existed so far.

This includes managers and business owners who generally, in starting and running their business, depart from limitations in a number of ways, for example related to minimal education and experience, work skills and skills to seize opportunities and take advantage of opportunities, low entrepreneurial competence, limited capital, and others. -other. Everything is related to the quality of human resources in question, the conditions for each person will be different. Actually, a person's low knowledge and experience can be overcome through learning (Agustina, 2019). The limitations of formal education can be covered by informal education which today allows people to learn through technology-based methods.

Limited capital can be overcome by approaching the world of banking and other sources. However, in matters related to a person's psychology that are so ingrained in that person, then it must be done through strengthening personal characteristics and how to respond correctly through favorable emotional reactions. In order to become a profitable character potential in achieving the desired performance.

Therefore, in order to create and realize successful entrepreneurs, it is necessary to have strong self-confidence that can complete tasks well, have values ??(vision and mission) as well as clear business goals and commitment to entrepreneurship in order to achieve the desired success. Through strengthening the personal characteristics of every driving force and business owner (MSMEs) this will be able to encourage changes in the ability to make business strategies that are carried out. Strong personal characteristics can be the "key" for the birth of reliable, competitive, and innovative entrepreneurs. In fact, changing personal characteristics is very difficult. But it's not impossible.

Really can! It only takes time, processes or stages, funding, intention and will, as well as concrete steps. Want to change to get out of the comfort zone so far so you can see the differences and changes that are happening around you. Therefore it is necessary to strengthen **the personal characteristics of** everyone who wants to move forward and continue to grow as a superior person. Strengthening personal characteristics cannot be fast and short, but requires hard, continuous work, accompanied by intention and willingness to change. The trick is to give shock therapy to the mindset, emotional, and subconscious.

Accompanied by mentoring and supervision as well as continuous training. The key to success in change is still in the person concerned. The external HR in the environment only encourages and supports what good character you want to change or instill in the person concerned. As is done for the rehabilitation and healing of drug addicts. The managers and owners of MSMEs, which are dominant in number (Agustina, 2019) in each country, are expected to make a major contribution to the economic progress of society, nation and state through the productive economic endeavors they carry out.

Cooperation and coordination are needed from related parties in order to encourage the birth of the character of the nation's human resources who are strong, persistent, tenacious, resilient, reliable, competitive, and superior so that they are able to find business strategies that are in line with the demands of the times and consumer desires. Based on the theoretical framework and the results of empirical research, it can be described in a model for developing business capabilities from Human Resources driving a productive economy such as MSMEs, BUMDes, and others.

A **strong entrepreneurial spirit is** needed through strengthening personal characteristics possessed so that they are able to achieve the expected performance. Figure 1. Business Capability Development Model Conclusion In order to create and realize successful entrepreneurs, it is necessary to have strong self-confidence that can complete tasks well, have values ??(vision and mission) as well as clear business goals and commitment to entrepreneurship in order to achieve business performance through strengthening **the personal characteristics of** each driving force/person managers and owners of SMEs.

Strong personal characteristics are the "key" for the birth of strong, superior, and reliable, competitive, and innovative entrepreneurs. It is necessary to develop personal capabilities through strengthening personal characteristics so that in the next stage you can find a business strategy that suits your demands and needs. Therefore strengthening personal characteristics through training, mentoring, Focus Group Discussion (FGD), serious and continuous coaching, is one way out of weak entrepreneurial human resources in many places.

Especially for novice entrepreneurs such as pioneering productive economic businesses whose foundations are still very weak.

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