

DEVELOPING ENTREPRENEURIAL INNOVATION AND CREATIVITY COMPETENCIES THROUGH STRATEGIC HUMAN RESOURCE MANAGEMENT

Widiya Avianti¹, Endang Pitaloka², Lusi Suwandari³

¹Management, Winaya Mukti University, Bandung, Indonesia, ²Management, Sekolah Tinggi Ilmu Ekonomi Miftahul Huda, Subang, Indonesia, ³Management, Jenderal Soedirman University, Purwokerto, Indonesia

¹widiyadosentea@gmail.com, ²pitaloka.oka@gmail.com, ³lusi.suwandari@unsoed.ac.id

ABSTRACT

Micro, Small, and Medium Enterprises (MSMEs) in the food and beverage sector face increasing competitive pressures driven by changing consumer preferences, digital transformation, and the growing demand for sustainable business practices. Entrepreneurial competencies, particularly innovation and creativity, have become strategic human capital that enables MSMEs to maintain competitiveness and ensure business sustainability. This study aims to explore how entrepreneurs develop innovation and creativity competencies as specialized competencies within strategic human resource management in social entrepreneurship-based food and beverage MSMEs. A qualitative approach employing an intrinsic case study design was adopted, focusing on business bread, a social entrepreneurship-based bakery MSME in Subang Regency, Indonesia. Data were collected through in-depth semi-structured interviews, participant observation, and document analysis, and analyzed using an interactive data analysis model involving data reduction, data display, and conclusion drawing. The findings reveal that entrepreneurial competencies are developed through continuous learning processes, accumulated business experiences, and the utilization of social networks. Innovation competencies are manifested in opportunity recognition, product development, social innovation, and adaptive business model creation, while creativity competencies are reflected in product differentiation, digital marketing initiatives, alternative distribution channels, and community empowerment practices. These competencies function as strategic human capital that strengthens competitive advantage and contributes to the sustainability of social entrepreneurship-based MSMEs. The study extends the perspectives of Strategic Human Resource Management, Resource-Based View, and Dynamic Capability Theory by positioning entrepreneurial innovation and creativity competencies as critical drivers of competitive advantage and long-term business sustainability in food and beverage MSMEs.

Keywords: entrepreneurial competencies; innovation competency; creativity competency; strategic human capital; social entrepreneurship

INTRODUCTION

The evolving business environment, characterized by digitalization, intensified competition, shifting consumer behavior, and increasing demands for business

sustainability, has transformed the paradigm of human resource management from an administrative function into a strategic organizational asset (Avianti et al., 2026). Within the framework of Strategic Human Resource Management

(SHRM), human resources are viewed as strategic capital that can foster sustainable competitive advantage through the enhancement of competencies, innovation, creativity, and continuous learning (Sartika, 2024). This perspective is consistent with the Resource-Based View (RBV), which posits that individual competencies constitute valuable, rare, inimitable, and non-substitutable resources, thereby possessing the potential to generate sustainable competitive advantage (by Barney and cited in Syafira & Sinta, 2026).

In the context of Micro, Small, and Medium-Sized Enterprises (MSMEs), entrepreneurs occupy a central position as the primary drivers of organizational activities, as most business decisions—including product development, marketing, workforce management, and business strategy formulation—remain highly dependent on the capabilities of individual business owners. Therefore, entrepreneurial competencies constitute a critical factor in determining a firm's ability to adapt to changes in the business environment and sustain long-term business viability (Mitchelmore & Rowley, 2020).

The food and beverage industry constitutes one of the MSME subsectors

that makes a significant contribution to the Indonesian economy. However, this industry is confronted with increasingly complex challenges, including intensifying competition, shifting consumer preferences toward healthier and more sustainable products, rising expectations regarding service quality, and the need to leverage digital technologies in marketing and distribution activities (Subagyo et al., 2021).

Empirically, these conditions are also evident in the case of MSME bakery businesses in Subang Regency. A business feasibility study revealed that one of the primary challenges faced by the local community is the suboptimal utilization of local human resources, particularly rural women, in productive economic activities. The findings indicate that community participation in family empowerment programs in Subang Regency has reached only approximately 10%, suggesting that a substantial proportion of human resource potential remains underutilized. Furthermore, the shortage of skilled bakery professionals, the high cost of production equipment, and the limited variety of productive waqf programs have constrained the development of community empowerment-based business initiatives.

On the other hand, the feasibility study also identified a substantial market opportunity for premium bakery products offered at affordable prices. Problem validation conducted by the bakery business involving 90 prospective consumers (75 face-to-face interviews and 15 online interviews) revealed that 53% of respondents considered access to premium food products at affordable prices to be an important issue, while 25% expressed dissatisfaction with the product alternatives currently available in the market. Furthermore, prototype validation involving nine users indicated that all respondents favored the proposed products, primarily due to their larger portion sizes, preservative-free ingredients, flavors that aligned with consumer preferences, and relatively affordable prices.

These empirical findings suggest that the success of food and beverage MSMEs is determined not only by their ability to produce products that meet market needs but also by entrepreneurs' capacity to develop innovation and creativity competencies as part of a human resource development strategy. From the perspective of Dynamic Capability Theory, entrepreneurs are expected to possess the capabilities to identify

opportunities (sensing), capitalize on opportunities (seizing), and transform resources (transforming) to enable their businesses to remain competitive and resilient in a dynamic business environment (Yuwono & Vaddhano, 2025).

A growing body of empirical evidence has demonstrated significant relationships among creativity, innovation, entrepreneurial competencies, and business success. Hamka et al. (2021) found that creativity and innovation significantly influence the sustainability of food and beverage processing enterprises. Nagel & Suhartik (2022) demonstrated that motivation, entrepreneurial competencies, and creativity make positive contributions to the performance and success of food and beverage MSMEs. Nurjanah et al. (2023) also demonstrated that entrepreneurial competencies influence the success of MSMEs through the enhancement of business capabilities. Furthermore, Subagyo et al. (2021) found that human resource competencies and innovation can strengthen competitive advantage through entrepreneurial marketing practices in the food and beverage industry in East Java.

Nevertheless, a review of the literature reveals several research gaps.

First, most previous studies have employed explanatory quantitative approaches using survey techniques and statistical analyses, thereby focusing primarily on examining relationships among variables and providing limited insights into the processes through which entrepreneurs develop innovation and creativity competencies (Hamka et al., 2021; Nagel & Suhartik, 2022; Nurjanah et al., 2023). Second, prior studies have predominantly concentrated on conventional MSMEs and have paid relatively little attention to how entrepreneurial competencies are developed within social entrepreneurship models that integrate economic and social objectives. Third, studies from a Human Resource Management (HRM) perspective have generally treated innovation and creativity as independent variables influencing business performance, whereas research examining innovation and creativity as distinct entrepreneurial competencies within the framework of Strategic Human Resource Management (SHRM) remains relatively limited.

Based on these identified empirical, theoretical, and methodological gaps, this study offers a novel contribution by providing an in-depth understanding of

how entrepreneurs develop innovation and creativity competencies as distinctive capabilities within strategic human resource development in social entrepreneurship-based food and beverage MSMEs. This study is expected to enrich the theoretical development of SHRM, the Resource-Based View (RBV), Dynamic Capability Theory, and Entrepreneurial Competency Theory, while also providing practical recommendations for strengthening entrepreneurial capacities to enhance the competitiveness and sustainability of food and beverage MSMEs.

Accordingly, the objective of this study is to analyze how entrepreneurs develop innovation and creativity competencies as a human resource development strategy to address business competition in food and beverage MSMEs, using a bakery MSME in Subang Regency as a case study.

LITERATUR REVIEW

Strategic Human Resource Management in Entrepreneurial Capability Development

The paradigm of Human Resource Management (HRM) has evolved from an administrative approach to a strategic orientation known as Strategic Human Resource Management (SHRM). SHRM

conceptualizes human resources as strategic organizational assets that contribute to the creation of competitive advantage through competency development, organizational learning, innovation, and continuous performance improvement (Ramadhani et al., 2023).

From the SHRM perspective, individual competencies are not merely understood as a set of knowledge and technical skills but also encompass adaptability, learning capability, creativity, and innovation that enable organizations to respond effectively to changes in the business environment. In the context of MSMEs, entrepreneurs serve as key actors in human resource management processes, as most business decisions remain highly dependent on the capacities of business owners. Therefore, entrepreneurial competencies can be regarded as a form of strategic human capital that determines business sustainability.

Damayanti & Sitohang (2025) found that human resource competencies, work motivation, and creativity significantly influence the performance of culinary MSMEs. These findings suggest that strengthening entrepreneurial competencies constitutes an essential component of human resource capacity

development within the MSME sector (Fazal et al., 2021).

Resource-Based View Theory

The Resource-Based View (RBV), originally proposed by Barney and cited in Wijaya & Wardah (2025) posits that organizations can achieve competitive advantage when they possess resources that are valuable, rare, inimitable, and non-substitutable (VRIN).

In the context of MSMEs, entrepreneurial competencies represent intangible assets that exhibit VRIN characteristics. These competencies encompass the ability to identify business opportunities, establish business networks, generate innovation, facilitate learning processes, and effectively leverage available resources. Accordingly, business success is determined not only by the possession of physical capital but also by the quality of human capital embodied in entrepreneurs (Razmdoost et al., 2020).

Subagyo et al. (2021) found that human resource competencies significantly influence competitive advantage through entrepreneurial marketing practices in the food and beverage industry in East Java. These findings reinforce the argument that

entrepreneurial competencies constitute strategic capital capable of enhancing business competitiveness.

Dynamic Capability Theory

Dynamic Capability Theory was developed to explain organizations' ability to sustain competitive advantage amid rapidly changing business environments. According to (Puspitasari et al., 2026), dynamic capabilities consist of three core dimensions: sensing, seizing, and transforming (Quientania et al., 2025).

Sensing refers to entrepreneurs' ability to identify market opportunities, understand shifts in consumer behavior, and recognize potential innovations that can be developed. Seizing denotes the ability to capitalize on opportunities through product development, marketing strategies, and business models that align with market demands. Transforming represents the ability to reconfigure organizational resources to adapt effectively to changes in the external environment.

In the context of food and beverage MSMEs, these three dimensions are particularly important, as entrepreneurs are required to develop innovative products, create engaging customer experiences, and implement flexible

marketing strategies to remain competitive in dynamic markets.

Entrepreneurial Competencies as Strategic Human Resource Competencies

Entrepreneurial competencies refer to a combination of knowledge, skills, attitudes, and individual characteristics that enable entrepreneurs to achieve sustainable business success (Meyanti et al., 2023).

Mitchelmore & Rowley (2020) classify entrepreneurial competencies into several dimensions, namely: (a) Opportunity Competency, the ability to identify and evaluate potential business opportunities; (b) Strategic Competency, the ability to formulate a business vision, establish business objectives, and design growth strategies; (c) Relationship Competency, the ability to build social networks and business partnerships; (d) Learning Competency, the ability to acquire new knowledge and utilize experience as a source of learning; (e) Innovation Competency, the ability to generate innovations in products, processes, and business models.

From a Human Resource Management (HRM) perspective, entrepreneurial competencies constitute a form of entrepreneurial human capital that

can be developed through continuous learning, business experience, mentoring, and social interactions.

Entrepreneurs' Innovation Competencies

Innovation competency refers to an entrepreneur's ability to generate and implement new ideas that create value for the organization. Innovation is not limited to product development but also encompasses process, marketing, organizational, and business model innovation.

Hamka et al. (2021) found that creativity and innovation have a significant positive effect on the sustainability of food and beverage processing enterprises in Maros Regency. Their findings indicate that entrepreneurs with strong innovation competencies are more likely to enhance business capacity and sustain long-term business performance.

Troise et al. (2024) argued that innovation in MSMEs evolves through openness to external knowledge, collaboration, and entrepreneurs' ability to integrate market information into business operations.

In the context of Amore Bread, innovation competency is reflected in the development of premium preservative-

free bakery products, the adoption of a productive waqf model as an alternative financing mechanism, and the empowerment of local communities in the production process.

Entrepreneurs' Creativity Competencies

Creativity refers to the ability to generate novel ideas, methods, and solutions that create value for an organization. According to Amabile and cited in Harahap (2024), creativity is influenced by individual expertise, intrinsic motivation, and a supportive work environment.

Kraus et al. (2021) explained that entrepreneurs' creativity is a critical factor in enhancing an organization's ability to reconfigure resources and develop new business models.

Within the food and beverage sector, creativity can be manifested through: (a)Product diversification; (b)Packaging innovation; (c)Product storytelling; (d)Customer experience enhancement; (e) Digital branding, and (f) The development of alternative distribution channels.

Nagel & Suhartik (2022) demonstrated that creativity has a positive influence on the success of food and beverage MSMEs in Surabaya.

Social Entrepreneurship and Human Resource Development in MSMEs

Social entrepreneurship is an entrepreneurial approach that integrates economic and social objectives into business activities. Within this model, entrepreneurs are not solely oriented toward profit generation but also seek to create social impact through community empowerment and employment creation.

Bakery business adopts a social entrepreneurship approach through the utilization of productive waqf, the empowerment of rural women, and the development of a bakery business that promotes both social and economic sustainability.

From the perspective of Human Resource Management (HRM), this approach enables entrepreneurs to develop social innovation competency, which contributes to strengthening the capabilities of local human resources. By integrating social and economic value creation, social entrepreneurship also fosters the development of strategic human capital that supports long-term organizational competitiveness and sustainable community development.

Previous Studies and the Development of the Research Proposition

A review of the existing literature indicates that previous studies have generally conceptualized innovation, creativity, and entrepreneurial competencies as determinants of business success, primarily employing quantitative research approaches. However, there remains a paucity of studies that provide an in-depth exploration of how entrepreneurs develop innovation and creativity competencies as a strategic human resource development approach within social entrepreneurship-based MSMEs.

Table 1. Previous Studies and Research Positioning

Authors	Research Focus	Research Gap
Hamka et al. (2021)	Creativity, innovation, and the sustainability of the food and beverage industry	Does not explain the process through which entrepreneurs' innovation competencies are developed and relieve primarily on a quantitative approach.
Nagel & Suhartik (2022)	Motivation, entrepreneurial competencies, creativity, and the success of food and beverage MSMEs	Has not examined the topic from the perspective of Strategic Human Resource Management (SHRM) and human resource

Authors	Research Focus	Research Gap
		competency development.
Subagyo et al. (2021)	Human resource competencies, innovation, entrepreneurial marketing, and competitive advantage Entrepreneurial	Does not provide an in-depth exploration of entrepreneurs' creativity competencies.
Nurjanah et al. (2023)	competencies, innovation, business capabilities, and MSME success	Does not explain how entrepreneurial competencies are developed.
Arif et al. (2025)	Innovation training for local beverages and the enhancement of experiential learning among MSMEs Human resource competencies, work	Has not analyzed innovation as a strategic competency from a Human Resource Management (HRM) perspective.
Damayanti & Sitohang (2025)	motivation, creativity, and the performance of culinary MSMEs	Does not examine social entrepreneurship as a context for entrepreneurial competency development.

Accordingly, this study proposes the following proposition: Entrepreneurs' innovation and creativity competencies constitute distinctive competencies developed through learning processes, accumulated experience, social networks, and a social entrepreneurial orientation, and they contribute to strategic human resource development and the

enhancement of the competitiveness of food and beverage MSMEs.

RESEARCH METHOD

This study employed a qualitative approach using an intrinsic case study design. A qualitative approach was selected because the study aims to develop an in-depth understanding of how entrepreneurs' innovation and creativity competencies are formed as distinctive capabilities within strategic human resource development in social entrepreneurship-based food and beverage MSMEs. This approach enables researchers to capture the meanings, lived experiences, and interaction dynamics embedded in business management practices that cannot be adequately explained through quantitative methods.

An intrinsic case study design was adopted because the research focuses on achieving a comprehensive understanding of the entrepreneurial competencies developed within a bakery MSME in Subang Regency, which represents a unique case characterized by the integration of business and social objectives through a productive waqf model and local community empowerment. The case study approach facilitates an in-depth exploration of

complex phenomena within their real-life contexts, particularly when the boundaries between the phenomenon and its context are not clearly distinguishable (Annamalah et al., 2026).

Philosophically, this study is grounded in the constructivist paradigm, which views entrepreneurs' innovation and creativity competencies as socially constructed capabilities shaped through experience, continuous learning, social interactions, and entrepreneurs' reflections on the challenges posed by the business environment. Accordingly, the study is not intended to examine causal relationships among variables but rather to develop a conceptual understanding of how these competencies are formed, cultivated, and leveraged as a strategic human resource development approach within MSMEs.

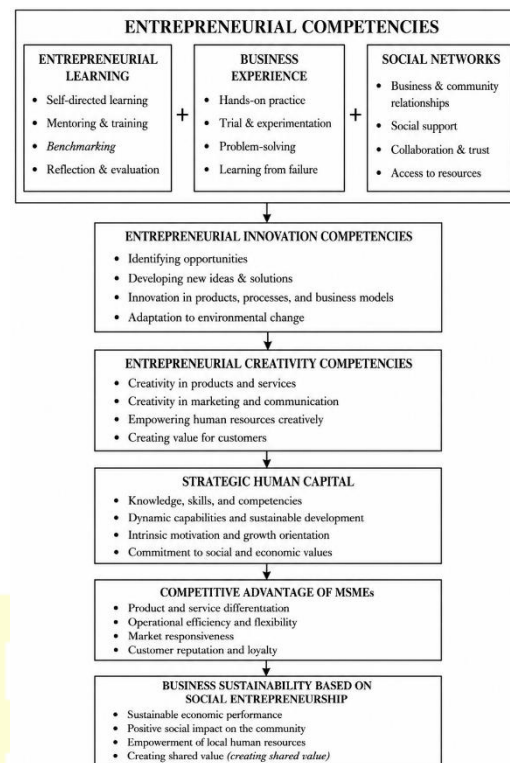


Figure 1. Entrepreneurship Competency Parameters

Research Site and Informant Selection

This study was conducted at a bakery MSME located in Subang Regency, West Java Province, Indonesia. The research site was selected using purposive sampling based on the following considerations : (a) The MSME adopts a social entrepreneurship model based on productive waqf; (b) The business is committed to empowering local human resources, particularly rural women; (c) The enterprise demonstrates product innovation, business model innovation, and marketing creativity that are closely aligned with the focus of this study; (d) A

business feasibility study was available, enabling data triangulation.

The study participants were selected through purposive sampling by considering their level of involvement in decision-making processes, business development, and innovation activities. The informants consisted of: (a) The founder, who also serves as the production manager; (b) The marketing manager; (c) The visual communication coordinator; (d) A community empowerment partner; and (e) Consumers who participated in the product validation process.

The selection of informants was guided by the principle of information-rich cases, referring to individuals who possess extensive experience, knowledge, and a comprehensive understanding of the phenomenon under investigation (Crabtree & Miller, 2023).

Data were collected using multiple methods to obtain a comprehensive understanding of the processes through which entrepreneurial competencies are developed.

Semi structured interviews were conducted using an interview guide developed based on the theoretical frameworks of Entrepreneurial Competencies, the Resource-Based View (RBV), and Dynamic Capability Theory

(Fazal et al., 2021; Razmdoost et al., 2020). The interviews were designed to explore entrepreneurs' experiences in: (a) identifying business opportunities; (b) developing product innovations; (c) fostering marketing creativity; (d) leveraging social and business networks; (e) facilitating organizational learning; (f) empowering local human resources; and (g) responding to competitive business pressures.

A semi-structured interview approach was adopted to provide informants with the flexibility to articulate their experiences and interpretations regarding the development of entrepreneurial competencies.

Participant observation was conducted to gain an in-depth understanding of entrepreneurs' day-to-day business practices, including production processes, bakery product development, interactions with customers, the use of digital media, and local community empowerment activities. A limited participant observation approach was employed to enable the researcher to obtain a contextual understanding of the phenomenon under investigation while minimizing disruption to routine business operations.

Document analysis was employed as a secondary data collection method to complement and validate the findings from interviews and observations. The documents examined included the *Amore Bread* business feasibility study, consumer validation records, digital promotional materials, business development reports, and other supporting documents.

The document analysis aimed to identify indicators of entrepreneurs' innovation and creativity competencies as reflected in business model development, marketing strategies, and community empowerment initiatives.

Data Analysis

Data were analyzed using the interactive model proposed by Pou et al. (2026) which consists of three main stages, data reduction; data display; and conclusion drawing and verification.

Data Reduction

The data reduction stage involved selecting, simplifying, and organizing the interview, observation, and documentary data into categories relevant to the research objectives. An open coding procedure was employed to identify initial concepts related to innovation competency, creativity competency,

entrepreneurial learning, social innovation, and strategic human resource development.

Data Display

The categorized data were subsequently presented in the form of thematic matrices, descriptive narratives, and conceptual maps illustrating relationships among categories. Data display facilitated the identification of recurring patterns, thematic connections, and the development of meaningful interpretations regarding the process through which entrepreneurial competencies were formed.

Conclusion Drawing and Verification

The final stage involved interpreting the research findings by relating the identified empirical patterns to the theoretical frameworks of Strategic Human Resource Management (SHRM), the Resource-Based View (RBV), Dynamic Capability Theory, and Entrepreneurial Competency Theory (Amijaya et al., 2026). Verification was conducted iteratively throughout the research process to ensure the consistency, credibility, and accuracy of the interpretations.

Trustworthiness of the Data

The trustworthiness of the findings was ensured through source triangulation, methodological triangulation, member checking, and peer debriefing. Source triangulation involved comparing information obtained from multiple informants and supporting documents. Member checking was conducted by seeking confirmation from the informants regarding the researcher's interpretations to ensure consistency between participants' experiences and the meanings constructed during the analysis. In addition, peer debriefing was undertaken through discussions with colleagues specializing in human resource management and entrepreneurship to enhance the credibility of the research findings (Singh et al., 2021).

RESULT AND DISCUSSION

The bakery MSME examined in this study operates in the bakery industry in Subang Regency and adopts a social entrepreneurship model. The business is designed not only to generate economic value but also to create social impact through local community empowerment and the utilization of productive waqf as an alternative financing mechanism. The business feasibility study revealed that the

low level of community participation in family empowerment programs, which currently stands at approximately 10%, constituted one of the primary motivations for establishing the enterprise. Furthermore, limited access to affordable premium bakery products and the underutilization of rural women's labor were identified as key challenges that the enterprise seeks to address through its innovative business model.

Table 2. Empirical Evidence of Problem Identification in Bakery Business Development

Research Problem	Empirical Evidence	Researcher's Interpretation
Community empowerment participation	Approximately 10% of community members actively participate in family empowerment programs.	A substantial portion of local human capital remains underutilized, indicating untapped potential for community-based development.
Women's employment opportunities	A considerable proportion of rural women have not yet been engaged in productive economic activities.	There is a need for a community-based business model capable of generating sustainable employment opportunities for women.
Access to premium bakery products	Premium bakery products remain	This condition presents an opportunity

Research Problem	Empirical Evidence	Researcher's Interpretation
	relatively expensive for a significant segment of consumers.	to develop innovative, high-quality bakery products at affordable prices to improve market accessibility.
Productive waqf diversification	Existing productive waqf programs remain limited in both scope and implementation.	This limitation creates opportunities for innovation through the development of a social entrepreneurship business model based on productive waqf principles.

The problem validation conducted with prospective consumers revealed that the majority of respondents considered the availability of high-quality bakery products at affordable prices to be an important market need. The prototype validation further indicated that the proposed products received positive responses from consumers due to their preservative-free formulation, larger product size, and relatively competitive pricing.

Table 3. Consumer Problem Validation Results

Indicator	Number of Respondents (n = 90)	Percentage
Consider the issue to be important	48	53%
Dissatisfied with existing product alternatives	23	25%
Perceive the product to be sufficiently available	19	22%
Total	90	100%

Table 4. Prototype Product Validation Results

Evaluation Aspect	Consumer Response	Entrepreneurial Competency Implication
Preservative-free product	Preferred by all respondents	Innovation competency
Product size	Perceived as larger than competing products	Creativity competency
Product price	Considered affordable	Opportunity competency
Product taste	Aligned with consumer preferences	Customer-oriented innovation competency
Business model	Supports women's empowerment	Social innovation competency

These findings indicate that entrepreneurs not only seek to identify market opportunities but also develop business models that integrate the creation of both economic and social value.

Development of Entrepreneurial Innovation Competencies

The findings demonstrate that entrepreneurial innovation competencies are developed through continuous learning, opportunity recognition, and the integration of social resources. This finding reinforces the argument of Mitchelmore & Rowley (2020) that entrepreneurial learning competency constitutes the foundation for developing adaptive entrepreneurial capabilities. Rather than relying solely on formal education, entrepreneurs acquired knowledge through self-directed learning, benchmarking, and repeated product experimentation, indicating that entrepreneurial competencies are constructed through experiential learning processes.

From the perspective of Dynamic Capability Theory, these findings illustrate the interaction between *sensing*, *seizing*, and *transforming* capabilities (Land et al., 2022). Market observation and customer feedback represent entrepreneurs' sensing capability in identifying unmet customer needs. The development of premium preservative-free bakery products reflects the seizing process, whereas the implementation of a productive *waqf*-based business model

and community empowerment demonstrates organizational transformation by integrating economic and social resources.

These findings also extend the work of Troise et al. (2024), who emphasized that innovation in SMEs emerges through knowledge integration and external collaboration. In the present study, innovation extends beyond product development to encompass business model innovation and social innovation, suggesting that entrepreneurial innovation competencies simultaneously generate economic and social value.

Table 5. Categories of Entrepreneurial Innovation Competencies in a Bakery MSME

Competency Category	Empirical Indicators
Learning competency	Self-directed learning, benchmarking, and product experimentation
Opportunity competency	Identification of market needs
Innovation competency	Development of premium bakery products
Social innovation competency	Productive waqf initiatives and community empowerment

Development of Entrepreneurs' Creativity Competencies

The study found that entrepreneurial creativity is reflected in product differentiation, digital marketing,

alternative distribution channels, and community empowerment initiatives. These findings support the creativity framework proposed by Amabile and cited in Harahap (2024) which argues that creativity develops through the interaction of expertise, intrinsic motivation, and a supportive environment. The entrepreneur's ability to combine preservative-free products, competitive pricing, and larger product sizes demonstrates creative problem-solving that responds directly to consumer needs.

Furthermore, the extensive use of social media and alternative distribution channels confirms the findings of Nagel & Suhartik (2022), who reported that entrepreneurial creativity contributes significantly to MSME performance in the food and beverage sector. However, this study expands previous evidence by demonstrating that creativity is not limited to marketing innovation but also includes social creativity through women's empowerment and community collaboration.

These findings are also consistent with Kraus et al. (2021), who argued that entrepreneurial creativity enables entrepreneurs to reconfigure organizational resources and develop

innovative business models under dynamic market conditions.

Table 6. Categories of Entrepreneurial Creativity Competencies

Competency Category	Empirical Manifestation
Product creativity	Development of preservative-free products
Marketing creativity	Utilization of social media platforms
Distribution creativity	Distribution through school canteens
Social creativity	Women's empowerment in rural communities

Innovation and Creativity Competencies as Strategic Human Capital

The findings suggest that innovation and creativity competencies should be conceptualized as strategic human capital within the Strategic Human Resource Management framework. This finding supports Syafira & Sinta (2026) who argued that sustainable competitive advantage is generated through strategic investments in human capital rather than through tangible resources alone.

From the Resource-Based View (RBV) perspective, the identified competencies exhibit the characteristics of valuable, rare, inimitable, and non-substitutable (VRIN) resources (by Barney and cited in (Islam, 2026). Continuous learning, social networking capability, customer orientation, and

social innovation represent intangible organizational assets that are difficult for competitors to replicate because they are accumulated through experience, organizational culture, and long-term stakeholder relationships.

The findings further extend the study of Subagyo et al. (2021). While previous research concluded that human resource competencies improve competitive advantage through entrepreneurial marketing, this study demonstrates that competitive advantage is generated through the interaction of entrepreneurial learning, innovation, creativity, networking capability, and social orientation. Consequently, entrepreneurial competency should be understood as an integrated strategic human capital system rather than a collection of isolated individual skills.

Entrepreneurial Competencies and MSME Competitiveness

The findings indicate that entrepreneurial competencies strengthen business competitiveness through product innovation, customer orientation, digital marketing, and community empowerment. These findings corroborate Hamka et al. (2021) who reported that creativity and innovation enhance the

sustainability of food and beverage MSMEs.

Unlike previous quantitative studies that primarily examined the direct effects of entrepreneurial competencies on business performance (Hamka et al., 2021; Nagel & Suhartik, 2022; Nurjanah et al., 2023), this study provides empirical evidence regarding the developmental process through which entrepreneurial competencies are cultivated. The findings demonstrate that sustainable competitiveness emerges through the continuous interaction between learning, innovation, networking, creativity, and strategic HRM practices rather than through isolated entrepreneurial characteristics.

Moreover, the integration of productive *waqf* and women's empowerment differentiates this model from conventional entrepreneurship by positioning social value creation as a strategic driver of business sustainability. This finding supports the proposition that sustainable entrepreneurship can simultaneously generate economic performance and broader societal benefits.

Entrepreneurial Competencies in Building MSME Competitiveness

This study contributes to entrepreneurship and Strategic Human

Resource Management literature in three important ways. First, it extends Entrepreneurial Competency Theory (Mitchelmore & Rowley, 2020) by demonstrating that entrepreneurial competencies develop through an integrated ecosystem comprising learning, networking, innovation, creativity, and customer orientation. Second, it enriches Dynamic Capability Theory (Maulidan et al., 2025), by illustrating how sensing, seizing, and transforming capabilities are operationalized in social entrepreneurship-based MSMEs. Third, the study broadens the application of Strategic Human Resource Management (Basuki, 2023) by conceptualizing entrepreneurial innovation and creativity as forms of strategic human capital that simultaneously enhance competitive advantage and business sustainability.

Conceptual Model Based on the Research Findings

Based on the results of the analysis, this study developed the following conceptual model :

Table 7 Conceptual Model Based on the Research Findings

Core Theme	Key Evidence	Entrepreneurial Competency
Continuous learning	Self-learning, benchmarking, product experimentation	Entrepreneurial Learning
Opportunity recognition	Market analysis and customer feedback	Business Opportunity Recognition
Social networking	Collaboration with communities, suppliers, and institutions	Social Networking Capability
Product innovation	Premium products, process improvement, preservative-free production	Entrepreneurial Innovation
Marketing creativity	Social media promotion and alternative distribution channels	Entrepreneurial Creativity
Social empowerment	Women's empowerment and productive waqf initiatives	Strategic Human Capital
Customer orientation	Product adaptation based on customer preferences	Competitive Advantage
Sustainable entrepreneurship	Economic viability integrated with social value creation	Business Sustainability

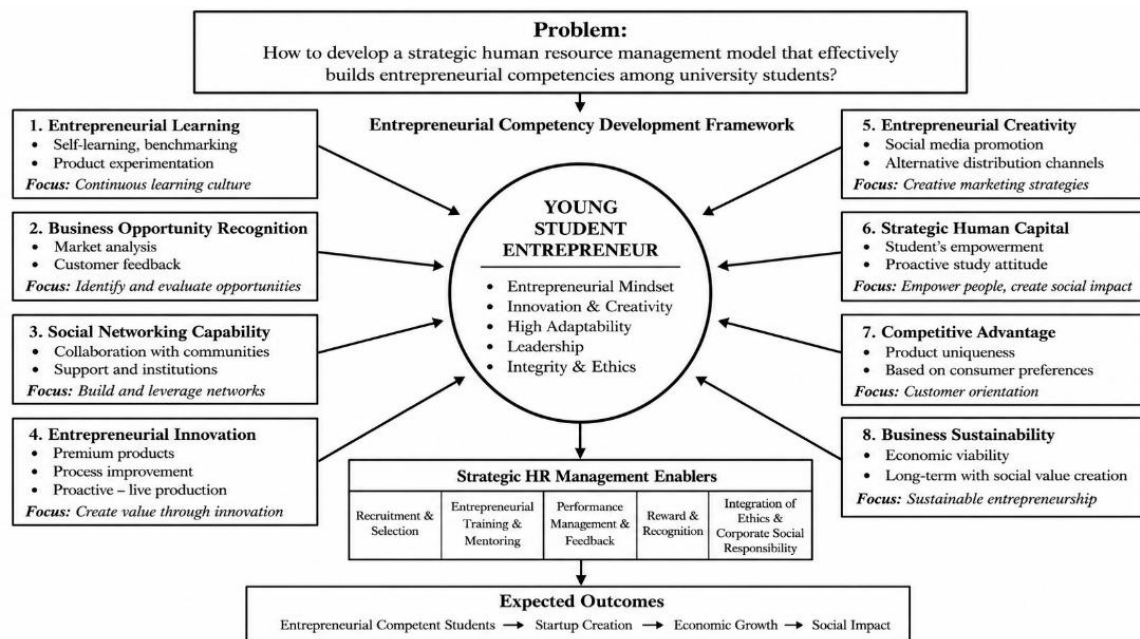


Figure 2. Development of Entrepreneurial Human Resources

This study introduces a novel Entrepreneurial Human Resource Development (EHRD) model that integrates eight entrepreneurial competencies into a strategic human resource management framework for developing university student entrepreneurs. Unlike previous studies that primarily emphasize entrepreneurial intention, innovation, or human capital as separate constructs, this model demonstrates how continuous learning, opportunity recognition, social networking, entrepreneurial innovation, marketing creativity, strategic human capital, customer orientation, and business sustainability interact systematically through strategic HRM practices. The model further extends existing

entrepreneurship literature by positioning social empowerment and sustainable value creation as core competencies alongside economic performance. Consequently, the proposed EHRD model offers a comprehensive competency-based framework that explains how universities can strategically develop entrepreneurial graduates through integrated learning, mentoring, performance management, institutional collaboration, and ecosystem support, thereby strengthening both entrepreneurial competitiveness and long-term societal impact.

CONCLUSION

This study concludes that entrepreneurial human resource

development is a strategic and dynamic process that integrates continuous learning, opportunity recognition, social networking, entrepreneurial innovation, marketing creativity, social empowerment, customer orientation, and business sustainability within a Strategic Human Resource Management (SHRM) framework. The findings extend SHRM, Resource-Based View, and Dynamic Capability Theory by demonstrating that entrepreneurial competencies evolve through an interconnected competency ecosystem rather than isolated individual capabilities. The proposed Entrepreneurial Human Resource Development (EHRD) Model constitutes the principal contribution of this study by positioning strategic human capital as the mechanism linking entrepreneurial competencies with sustainable competitive advantage and social value creation. This competency-based model provides a conceptual foundation for universities to transform entrepreneurship education into an integrated human resource development system that prepares students not only to establish businesses but also to become adaptive, innovative, socially responsible, and sustainable entrepreneurs capable of responding to increasingly complex business environments.

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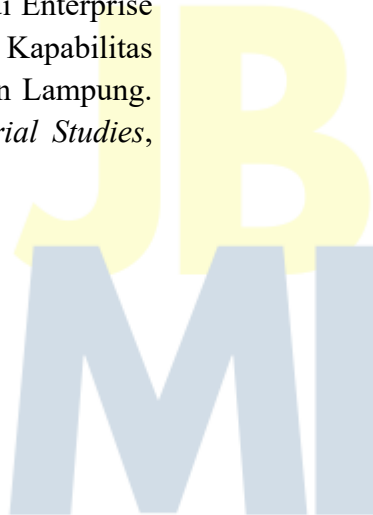
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