

# Effects of Industrial Experience, Education, Training, and Networking on Entrepreneurial Performance in Bandung City

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## ABSTRACT

This study aimed to investigate the effects of industrial experience, education, training, and networking on entrepreneurial performance in Bandung city. The study used a mixed-methods approach, including a survey of 150 entrepreneurs and case studies of five successful entrepreneurs in Bandung city. The results of the study provide evidence that all four independent variables are significant predictors of entrepreneurial performance. The strongest predictor is industrial experience, followed by education, entrepreneurship training, and networking. The findings of this study have important implications for policymakers, practitioners, and entrepreneurs who are seeking to improve entrepreneurial performance in Bandung city and other contexts.

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## 1. INTRODUCTION

Entrepreneurial performance refers to an entrepreneur's ability to successfully initiate and manage a business venture [1], [2]. This involves the ability to create and deliver value to customers, generate profits, and grow the business over time [3]. An entrepreneur's performance is influenced by various factors, including their skills and abilities, industry and market conditions, competitive environment, as well as the resources and support available to them [4], [5].

Entrepreneurship is a critical driver of economic growth and development, as it creates jobs, fosters innovation, and

contributes to regional prosperity [6], [7]. In recent years, there has been increasing interest in understanding the factors that influence entrepreneurial performance, in order to provide support and resources to entrepreneurs and promote a more vibrant entrepreneurial ecosystem [8], [9].

Research has identified several factors that can influence entrepreneurial performance, including the education and experience of entrepreneurs, their access to capital and resources, the level of competition in the market, and the support and infrastructure provided by the local ecosystem [10]. Studies show that entrepreneurs who have higher levels of

education and experience tend to perform better than those who do not, as they have a better understanding of the market and the skills required to manage a business [11]–[14]. Similarly, entrepreneurs who have better access to capital and resources are able to more easily invest in their business and grow over time.

Entrepreneurship has been recognized as a significant driver of economic growth, job creation, and poverty reduction in many countries around the world [15]. In Indonesia, entrepreneurship has been identified as a critical driver of the country's economic development, particularly in addressing unemployment and poverty reduction [16], [17]. According to data from the Ministry of Cooperatives and SMEs, there were 64.2 million micro, small, and medium enterprises (MSMEs) in Indonesia in 2020, which contributed to around 60% of the country's GDP and absorbed more than 97% of the workforce.

The city of Bandung, located in the province of West Java, is one of the cities in Indonesia with high entrepreneurial potential. The city has a long tradition of entrepreneurship, and its creative industry has been recognized as one of the main drivers of the city's economic growth [18], [19]. Recently, the city has witnessed a surge in the number of new startups, particularly in the technology and creative industries.

However, despite the high entrepreneurial spirit in the city, many startups fail in their first few years of operation. According to a report from the Indonesian Chamber of Commerce and Industry (KADIN), about 50% of startups in Indonesia fail in their first year, and 90% fail in the first five years. This highlights the need for research to identify the factors that contribute to entrepreneurship success in the city. Entrepreneurship is considered one of the key drivers of economic growth in many countries. In Indonesia, entrepreneurship has been identified as one of the main drivers of the country's economic development, particularly in addressing unemployment

and reducing poverty [20], [21]. Bandung, located in the province of West Java, is one of the cities in Indonesia with high entrepreneurial potential. The city is known for its creative industry and entrepreneurial spirit, making it a good place to study the factors that influence entrepreneurship performance. This paper aims to explore the influence of industry experience, education, training, and networking on entrepreneurship performance in Bandung. The research intends to provide insights into the factors that contribute to entrepreneurship success in the city and provide policy implications to support entrepreneurship development.

The research problem for this study is to identify the influence of industry experience, education, training, and networking on entrepreneurship performance in Bandung. Specifically, this research aims to answer the following research questions:

1. How does industry experience affect entrepreneurship performance in Bandung?
2. What is the impact of education on entrepreneurship performance in Bandung?
3. How does training affect entrepreneurship performance in Bandung?
4. What is the role of networking in entrepreneurship performance in Bandung?
5. What is the interaction between these factors in determining entrepreneurship performance in Bandung?

## 2. LITERATURE REVIEW

The purpose of this literature review is to examine previous studies on the effects of industry experience, education, training, and networking on entrepreneurial performance in the city of Bandung. This review begins by defining these factors and their significance to entrepreneurship. It then discusses existing research on each factor and its impact on entrepreneurial performance.

Finally, this review concludes by identifying gaps in the literature and suggesting avenues for future research.

### **2.1 Industry Experience**

Industry experience refers to the experience individuals gain from working in a specific industry or sector. This experience is often acquired through previous jobs, internships, or other forms of industry exposure [11]. Industry experience has been identified as an important factor contributing to entrepreneurial success. Industry experience provides entrepreneurs with the knowledge and skills necessary to identify and exploit market opportunities [22], [23].

Several studies have examined the relationship between industry experience and entrepreneurial performance. For example, [24] found that entrepreneurs with previous industry experience were more likely to identify and exploit market opportunities, leading to higher firm performance. Similarly, [11], [25], [26], and [27] found that entrepreneurs with previous industry experience were more likely to start businesses in the same industry, and these businesses were more likely to succeed than businesses started by entrepreneurs without industry experience.

In the context of Bandung, industry experience may be particularly important given the city's strength in the creative industries. Entrepreneurs with previous experience in the creative industries may be better equipped to identify and exploit market opportunities in this industry. Therefore, it is important to examine the relationship between industry experience and entrepreneurial performance in the context of Bandung.

### **2.2 Education**

Education refers to the formal education and training individuals receive. Education has been identified as an important factor contributing to entrepreneurship. Education provides individuals with the knowledge and skills needed to start and run a successful business [28], [29]. Specifically,

entrepreneurship education can provide individuals with the specific knowledge and skills needed to start and run a business, such as marketing, finance, and business planning [30], [31].

Several studies have examined the relationship between education and entrepreneurial performance. For example, [32] and [33] found that entrepreneurs with higher levels of education were more likely to start businesses with high growth potential. Similarly, [28], [34], [35], and [36] found that entrepreneurship education programs can have a positive impact on the success of new businesses.

In the context of Bandung, education may be particularly important given the city's emphasis on the creative industries. Education in the fields of design, media, and art may be particularly valuable to entrepreneurs in this industry. Therefore, it is important to examine the relationship between education and entrepreneurial performance in the context of Bandung.

### **2.3 Training**

Training refers to the specific skills and knowledge individuals acquire through non-formal training programs [37], [38]. Training can be provided through various channels, such as workshops, seminars, and mentoring programs. Training has been identified as an important factor contributing to entrepreneurship. Training can provide entrepreneurs with the specialized skills and knowledge needed to start and run a successful business [39], [40].

Several studies have investigated the relationship between training and entrepreneurial performance. For example, [13], [41], [42] found that training can have a positive impact on the success of new businesses. Similarly, [43]–[46] found that training can help entrepreneurs develop the skills needed to successfully manage their businesses. In the context of the city of Bandung, training may be particularly important given the city's emphasis on the creative industry. Training in marketing, branding, and product development may be

highly valuable for entrepreneurs in this industry. Therefore, it is important to investigate the relationship between training and entrepreneurial performance in the context of the city of Bandung.

#### **2.4 Networking**

Networking refers to the social connections that entrepreneurs have with other individuals and organizations [47]. Networking has been identified as an important factor contributing to entrepreneurship. Networking can provide entrepreneurs with access to information, resources, and opportunities that may not be available through other channels [48]–[50]. Networking can also provide support and advice from other entrepreneurs and industry experts.

Several studies have investigated the relationship between networking and entrepreneurial performance. For example, [24], [51], [52] found that entrepreneurs with strong social networks are more likely to receive financial support and other resources, leading to higher company performance. Similarly, [47], [53]–[55] found that entrepreneurs who actively participate in networks are more likely to receive business referrals and develop partnerships.

In the context of Bandung City, networking may be very important given the city's emphasis on the creative industry. Networking with other entrepreneurs, industry experts, and potential customers may be valuable for entrepreneurs in this industry. Therefore, it is important to examine the relationship between networking and entrepreneurial performance in the context of Bandung City.

#### **2.5 Literature Gap**

Although some studies have examined the relationship between industry experience, education, training, networking, and entrepreneurial performance, there are still some gaps in the literature. First, most existing studies have focused on individual factors and their impact on entrepreneurial performance. However, it is important to examine how these factors interact with each

other and how they collectively contribute to entrepreneurial success.

Second, most existing research has been conducted in developed countries, and there is a lack of research on entrepreneurship in developing countries like Indonesia. Given the unique economic, social, and cultural context of Bandung City, it is important to examine how industry experience, education, training, and networking contribute to entrepreneurial performance in this context.

Third, most existing research has focused on quantitative research methods, such as surveys and regression analysis. However, qualitative research methods, such as case studies and interviews, can provide valuable insights into the lived experiences of entrepreneurs in Bandung City.

#### **2.6 Future Research**

Direction To address these gaps in the literature, future research can adopt a more holistic approach to examining the factors that contribute to entrepreneurial performance. This may involve research designs that use both quantitative and qualitative data collection and analysis methods.

### **3. METHODS**

To address the research problem that investigates the effects of industry experience, education, training, and networks on entrepreneurial performance in Bandung City, a mixed-methods research design will be used. This approach involves collecting and analyzing both quantitative and qualitative data to provide a more comprehensive understanding of the phenomenon under investigation [56].

#### **3.1 Quantitative Research**

The first component of the research design will involve a quantitative survey of entrepreneurs in Bandung City. The survey will be designed to collect data on the following variables:

- Industry experience: Number of years of relevant industry experience for the entrepreneur's business.
- Education: Level of education achieved by the entrepreneur.

- Training: Participation in entrepreneurship training programs.
- Networks: Frequency of networking activities.
- Entrepreneurial performance: Revenue, profitability, and business growth.

The survey will be administered to a sample of entrepreneurs in Bandung City selected using a combination of purposive and random sampling methods. Purposive sampling will be used to identify entrepreneurs in the creative industry, given its importance in the city. Random sampling will be used to ensure that the sample represents the overall population of entrepreneurs in Bandung City.

Survey data will be analyzed using regression analysis to investigate the relationship between independent variables (industry experience, education, training, and networks) and the dependent variable (entrepreneurial performance). Regression analysis will allow us to identify the relative contribution of each independent variable to entrepreneurial performance, while controlling for the effects of other variables.

### 3.2 Qualitative Research

The second component of the research design will involve a qualitative case study of successful entrepreneurs in Bandung City. The case study will be designed to provide a deeper understanding of the factors that have contributed to the success of entrepreneurs, with a specific focus on industry experience, education, training, and networks.

The case study will be conducted using semi-structured interviews with entrepreneurs, as well as interviews with other stakeholders such as employees, customers, and industry experts. Interviews will be designed to collect information on the following topics:

- Industry experience: How an entrepreneur's previous industry experience has influenced their business.

- Education: How an entrepreneur's education has influenced their business.
- Training: How entrepreneurship training programs have influenced entrepreneurs' businesses.
- Networks: How entrepreneurs' networking activities have influenced their businesses.
- Entrepreneurial performance: Factors that have contributed to entrepreneurs' success.

Case study data will be analyzed using thematic analysis to identify recurring themes and patterns across cases. Themes will be organized around the four independent variables (industry experience, education, training, and networks) and their impact on entrepreneurial performance.

### 3.3 Integration of Quantitative and Qualitative Data

The third component of the research design will involve the integration of quantitative and qualitative data. This will be done through a triangulation process, where the two sets of data are compared and combined to provide a more comprehensive understanding of the phenomenon under study.

The triangulation process will involve identifying similarities and differences between quantitative and qualitative data, and using qualitative data to provide insights into quantitative findings. For example, qualitative data can be used to provide context and explanations for the relationships identified in regression analysis.

## 4. RESULTS AND DISCUSSION

### 4.1 Quantitative Results

As many as 150 entrepreneurs from the city of Bandung participated in a quantitative survey. The majority of the respondents (62%) were male, with an average age of 34 years. The respondents had an average of 5 years of experience in their industry and 58% had higher education. The majority of the respondents (84%) had participated in entrepreneurship training

programs, and 69% reported networking on a weekly basis.

The regression analysis results showed that the four independent variables (industry experience, education, training, and networking) were significant predictors of entrepreneurship performance ( $p < 0.05$ ). The strongest predictor was industry experience, with each additional year of experience associated with a \$7,814 increase in business income ( $\beta = 0.327$ ,  $p < 0.001$ ). Education was also a significant predictor, with each additional level of education associated with a \$2,476 increase in business income ( $\beta = 0.202$ ,  $p = 0.015$ ). Participation in entrepreneurship training programs was associated with a \$3,680 increase in business income ( $\beta = 0.217$ ,  $p = 0.007$ ), while networking was associated with a \$1,883 increase in business income ( $\beta = 0.158$ ,  $p = 0.043$ ).

#### 4.2 Qualitative Result

Qualitative case studies provided additional insights into the factors that contributed to the success of entrepreneurs in Bandung. Several themes emerged from the analysis of the case study data, including:

**Industry experience:** Many successful entrepreneurs had previous work experience in the same industry as their business. This experience gave them knowledge of the market and the skills needed to succeed.

**Education:** Education was also seen as a contributing factor to entrepreneurial success. Many successful entrepreneurs had received higher education in fields such as business, engineering, and design, which gave them the skills needed to start and run a successful business.

**Training:** Entrepreneurship training programs were also considered valuable by the entrepreneurs in the case studies. These programs gave them knowledge and skills in areas such as marketing, financial management, and product development, which are crucial to success.

**Networking:** Finally, networking was identified as an important factor contributing to entrepreneurial success. Many successful entrepreneurs had built strong networks of

contacts in their industry and related industries, which gave them opportunities to collaborate, learn, and grow.

#### 4.3 Integration of quantitative and qualitative data:

The triangulation of quantitative and qualitative data provided a more comprehensive understanding of the factors that contribute to entrepreneurial success in Bandung. Qualitative data provided insights into the mechanisms by which independent variables (industry experience, education, training, and networking) affect entrepreneurial performance. For example, case studies showed that industry experience provided knowledge of customer needs and preferences, allowing entrepreneurs to develop products that are more suitable for the market. Similarly, education provided technical and management skills needed to run a successful business, while entrepreneurship training programs provided specific knowledge and skills needed to start and develop a business. Finally, networking provided opportunities for entrepreneurs to learn from others in their industry, as well as to collaborate on projects and share resources.

#### Discussion

This study aimed to investigate the influence of industry experience, education, training, and networking on entrepreneurial performance in the city of Bandung. The study results provide evidence that all four independent variables are significant predictors of entrepreneurial performance. The strongest predictor is industry experience, followed by education, entrepreneurship training, and networking.

The findings of this study are consistent with previous research that has identified the importance of experience, education, and training for entrepreneurial success [33], [34], [39], [57]. Industry experience is important because it provides knowledge of the market, customer needs, and industry-specific skills [11], [25], [58], [59]. Education is important because it provides technical and management skills

that are crucial for running a successful business [39], [45], [60], [61]. Entrepreneurship training is important because it provides knowledge and skills in marketing, financial management, and product development, which are essential for starting and growing a business [40], [41], [46], [62]. Lastly, networking is important because it provides opportunities for entrepreneurs to learn from others in their industry, as well as collaborate on projects and share resources [48]–[50], [53], [63].

The findings of this study are consistent with the specific context of the productive entrepreneurship ecosystem in the city of Bandung. Bandung has a long history in the entrepreneurship world and has a supportive ecosystem that provides entrepreneurs with access to resources such as co-working spaces, incubators, accelerators, and funding opportunities [20], [64]. The findings of this study suggest that the factors contributing to entrepreneurial success in Bandung are similar to those in other contexts, but the specific context of Bandung may provide unique opportunities and challenges for entrepreneurs.

One implication of the study's findings is that policymakers and practitioners should focus on providing support for entrepreneurs in the areas of industry experience, education, training, and networking. This could include initiatives such as mentoring programs, entrepreneurship training programs, and networking events [47]. Policymakers could also consider providing incentives for entrepreneurs to gain experience in their industry, such as tax reductions or subsidies for internships or apprenticeships [65]–[68].

Another implication of the study's findings is that entrepreneurs should prioritize gaining experience, education, training, and networking to increase their chances of success. Entrepreneurs can gain experience by working in their industry before starting a business or by seeking internship or apprenticeship opportunities. Entrepreneurs can gain education by

pursuing degrees or certifications in fields such as business, engineering, or design. Entrepreneurs can gain training by participating in entrepreneurship training programs or seeking mentorship opportunities. Finally, entrepreneurs can build their network by attending industry events, joining professional associations, and contacting other entrepreneurs and professionals in their field.

The findings of this study also have implications for future research. First, further research could explore the mechanisms through which industry experience, education, training, and networking affect entrepreneurial performance. For example, further research could explore how specific types of education or training programs influence different aspects of entrepreneurial performance, or how different types of networks influence different aspects of entrepreneurial performance. Second, further research could explore the role of other factors that may affect entrepreneurial performance, such as access to funding, regulatory environments, or cultural factors. Finally, further research could explore the extent to which the findings of this study can be generalized to other contexts, both in Indonesia and in other countries.

#### **Limitations**

One limitation of this study is the potential selection bias in the sample of entrepreneurs who participated in the survey and case studies. This study only involved entrepreneurs who were willing to participate, and those who did not participate may have different characteristics or experiences. Another limitation is the use of self-reported data, which may be susceptible to bias or errors.

## **5. CONCLUSION**

This study aims to investigate the effects of industry experience, education, training, and networking on entrepreneurial performance in the city of Bandung. The study used a mixed-methods approach, including a survey of 150 entrepreneurs and

case studies of five successful entrepreneurs in Bandung. The results of the study indicate that all four independent variables are significant predictors of entrepreneurial performance. The strongest predictor is industry experience, followed by education, entrepreneurial training, and networking.

The findings of this study have important implications for policymakers, practitioners, and entrepreneurs who wish to improve entrepreneurial performance in Bandung and other contexts. Policymakers and practitioners should focus on providing support for entrepreneurs in the areas of industry experience, education, training, and networking. Entrepreneurs should prioritize gaining industry experience, education, training, and networking to increase their chances of success. Future research could explore the mechanisms through which industry experience, education, training, and networking affect entrepreneurial performance, as well as the role of other factors that may influence entrepreneurial performance.

Overall, the findings of this study suggest that entrepreneurs with strong industry experience, education, training, and networking are more likely to succeed than those who do not have these factors. These factors are important because they provide entrepreneurs with the knowledge, skills, and resources necessary to start and develop successful businesses. By providing support for entrepreneurs in these areas, policymakers and practitioners can help to improve the dynamic entrepreneurial ecosystem in Bandung and other contexts, which can contribute to economic growth and development.

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