



## The Contribution of Entrepreneurial Orientation to the Performance of Small and Medium Enterprises in Bandar Lampung Culinary Sector

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### ABSTRACT

The objective of this research is to evaluate the partial and simultaneous influence of entrepreneurial orientation variables, which include dimensions of innovativeness, risk-taking, and proactiveness, on the performance of micro, small, and medium enterprises (MSMEs) in the culinary sector. The population of this study comprises culinary MSMEs in Way Halim, Bandar Lampung, specifically those around PKOR Bandar Lampung. The reason for sampling in this location is due to the high number of culinary MSMEs and the rapid development of culinary activities in the area. The sampling technique used is purposive sampling, with the sample criterion being culinary MSMEs that have been in operation for at least one year. Based on hypothesis testing using multiple regression, it is found that entrepreneurial orientation variables, including innovativeness, risk-taking, and proactiveness, significantly influence MSME performance both simultaneously and partially.

**Keywords:** *Entrepreneurial orientation, Risk-taking, MSMEs performance, Innovativeness*



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## INTRODUCTION

The number of Micro, Small, and Medium Enterprises (MSMEs) continues to increase over time, indicating a rise in entrepreneurial activity within society. This continuous growth necessitates serious attention from various stakeholders, particularly the government, to ensure the sustainability of these MSMEs. It is undeniable that MSMEs play a crucial role in supporting the national economy.

Among the rapidly growing MSMEs are those in the culinary sector. The culinary business is particularly flourishing, especially in Bandar Lampung City. The emergence of various unique foods, the presence of culinary tourism, and the trend of culinary experiences as part of the community's lifestyle are clear indicators of this sector's rapid growth. Therefore, the sustainability of culinary MSMEs must be maintained to ensure they continue to contribute to the national economy.

However, while many MSMEs are being established, many also face challenges that lead to their closure. Issues such as financing, management, marketing, and difficulties in producing quality products affect the sustainability of their businesses. Tarigan and Susilo (2008) further note that MSMEs face complex problems that can impact their performance, including limited market knowledge, weak bargaining power, insufficient capital, and low technological capabilities.

To address these challenges, it is essential for the government and other stakeholders to provide comprehensive support to MSMEs. This includes facilitating access to capital, offering training and development programs to improve management and marketing skills, and promoting the adoption of advanced technologies. By addressing these issues, MSMEs can overcome obstacles and thrive, thereby continuing to play a significant role in bolstering the national economy.

Moreover, it is crucial to enhance the knowledge and skills of MSME entrepreneurs regarding market dynamics. Providing them with insights into consumer behavior, market trends, and competitive strategies can empower them to navigate the complexities of the business environment effectively. Strengthening their bargaining power through collective bargaining associations or cooperatives can also help MSMEs secure better deals and partnerships.

In addition, ensuring that MSMEs have access to modern technology can significantly enhance their productivity and product quality. Government initiatives and



private sector collaborations aimed at fostering technological innovation and providing affordable technological solutions can be instrumental in this regard.

By addressing these multifaceted challenges through a holistic and coordinated approach, the sustainability and growth of MSMEs, particularly in the culinary sector, can be ensured, thereby reinforcing their contribution to the national economy.

The primary cause of weak performance and productivity in MSMEs is believed to be the lack of strong entrepreneurial characteristics and suboptimal managerial roles in managing businesses in the rapidly changing business environment of today (Hanifah, 2011). To overcome the challenges faced by micro and small business operators, they must design, implement, and operate strategic formulation systems, strategic planning systems, and program development systems that can motivate all company personnel in seeking and formulating strategic steps to build the future of their companies (Mulyadi, 2006).

Entrepreneurial orientation is known as a new approach in enhancing company performance. This orientation is seen as a pioneer in achieving sustainable economic growth and high competitiveness for companies. Companies with an entrepreneurial orientation will always strive to produce innovative new products and have the courage to face risks (Becherer and Maurer, 1997). Entrepreneurial orientation and business strategies are seen as having the potential to improve a company's performance.

Porter (1990) defines entrepreneurial orientation as a company's strategic advantage to compete more effectively in the same market. Entrepreneurial orientation refers to processes, practices, and decision-making activities that lead to new inputs and include three main aspects: innovativeness, proactiveness, and risk-taking (Lumpkin and Dess, 1996). Additionally, there is a significant relationship between implemented entrepreneurial orientation and company performance (Gosselin, 2005).

Entrepreneurial orientation, reflected in innovative attitudes, proactiveness, and risk-taking, is believed to enhance company performance. This is supported by Covin and Slevin (1991) and Wiklund (1999), who state that higher entrepreneurial orientation increases a company's ability to market its products, leading to better business performance. An entrepreneur's entrepreneurial orientation can improve business performance (Covin and Slevin, 1991).

The dimensions of entrepreneurial orientation used in this study consist of three aspects: innovativeness, risk-taking, and proactiveness (Lumpkin and Dess, 1996).



Innovativeness refers to the tendency to engage in creativity and experimentation through the introduction of new products or services and technological leadership through research and development in new processes. Risk-taking involves taking bold actions by exploring the unknown, borrowing heavily, and/or allocating significant resources to ventures in uncertain environments. Proactiveness is the pursuit of opportunities and a forward-looking perspective characterized by the introduction of new products or services ahead of the competition and acting to anticipate future demand.

From the literature review, it is emphasized that an entrepreneur with strong entrepreneurial orientation will reengineer existing systems, resulting in a combination of truly new productive resources. In this regard, MSME actors are required to be able to design business strategies to respond proactively to the business environment to remain competitive.

Based on the described background, the objective of this research is to examine the impact of innovativeness, risk-taking, and proactiveness on the performance of MSMEs in the culinary sector. The selection of the culinary field as a research object is relatively rare, making this study intriguing to undertake.

## **LITERATURE REVIEW**

### **Entrepreneurship Orientation**

Entrepreneurial orientation plays a crucial role in enhancing business performance. It is recognized as a meaningful concept to explain business performance. Porter (1990) defines entrepreneurial orientation as a strategy that benefits companies by enabling them to compete more effectively in the same marketplace. There is a significant relationship between the implemented entrepreneurial orientation and company performance (Gosselin, 2005).

Entrepreneurial orientation refers to processes, practices, and decision-making activities that foster innovation and include three main aspects: innovativeness, proactiveness, and risk-taking (Lumpkin and Dess, 1996). Innovativeness refers to an entrepreneur's attitude to engage in creative experimentation with new ideas that can result in new production methods and generate new products, both for current and new markets.

Entrepreneurial orientation, characterized by innovative, proactive, and risk-taking attitudes, is believed to enhance company performance. This is supported by



Covin and Slevin (1991) and Wiklund (1999), who state that a higher entrepreneurial orientation increases a company's ability to market its products, leading to better business performance. An entrepreneur's entrepreneurial orientation can improve business performance.

High entrepreneurial orientation is closely related to the main drivers of profit, giving entrepreneurs the opportunity to capitalize on emerging opportunities, ultimately positively influencing business performance (Wiklund, 1999). To measure entrepreneurial orientation in this study, three dimensions are used:

- a. **Innovativeness** is explained as the tendency of organizational management to renew their business (Lumpkin and Dess, 1996). Amabile (1996) describes innovation as the application of new ideas, products, or processes. Therefore, companies are expected to develop new thinking to face existing competitors, customers, and markets.
- b. **Risk-taking** is described as the willingness to seize opportunities that may result in significant losses or performance discrepancies (Morris and Kuratko, 2002). Risk-taking is the bold attitude to face challenges by engaging in business strategies with uncertain outcomes. The ability to manage risk is a key factor that differentiates entrepreneurial companies from others. The primary function of high entrepreneurial orientation is to optimally measure and take risks.
- c. **Proactiveness** is described as the continuous pursuit of market opportunities and experimentation with potential responses to environmental changes (Venkatraman, 1989). Proactiveness also refers to the search for opportunities and a forward-looking perspective, characterized by the introduction of new products or services ahead of competitors and acting to anticipate future demands (Lumpkin and Dess, 1996).

### **Company Performance**

Performance is defined as the level of achievement or success attained by a company over a specific period. The objectives of a company, which include survival, profit, and growth, can be achieved if the company exhibits good performance (Suci, 2006). Company performance can be assessed through metrics such as sales levels, profit margins, return on investment, turnover rates, and market share captured. Pelham and Wilson (1996) describe company performance as the success of new products in market development, where performance can be measured through sales growth and market share.



Performance measurement is a crucial effort to enhance resource utilization effectively and provide direction for strategic decision-making concerning the future development of an organization (Mulyadi, 2006). The performance of a company will be evaluated using various metrics such as the number of units sold (sales volume increase), customer growth, and customer turnover rates to better reflect marketing activities. The ability to generate profit is a key indicator in performance measurement. Profit is commonly used as a benchmark in previous research studies to measure performance, reflecting the success of the company's operations.

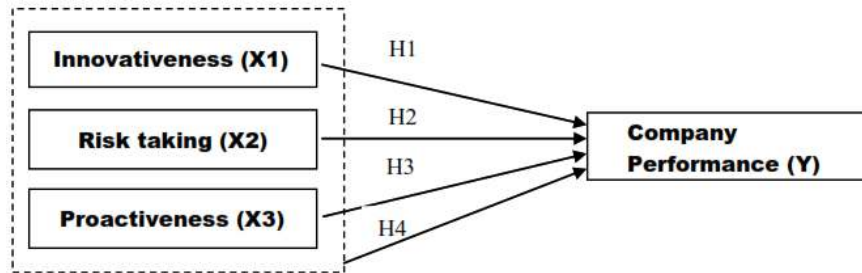
To elaborate, the performance of a company is not just about surviving in the market but also about consistently growing and generating profits. A company's performance is often linked to its ability to innovate and adapt to market changes, thereby ensuring its long-term viability and competitiveness. Sales levels indicate how well a company's products are being received in the market, while profit margins show the efficiency and effectiveness of the company's operations. Return on investment reflects the company's ability to use its resources to generate earnings, and turnover rates can indicate the stability and satisfaction of the workforce.

Market share is another critical aspect as it shows the company's position relative to its competitors. A company that continually grows its market share is typically seen as successful and competitive. Measuring performance through sales growth and market share provides a comprehensive view of how well the company is doing in introducing new products and expanding its market presence.

The strategic decision-making process benefits significantly from accurate performance measurement. By understanding where the company stands, management can make informed decisions that align with long-term goals and objectives. For instance, if a company's sales volume is increasing, it may decide to invest more in production capabilities or marketing efforts to capitalize on this growth. On the other hand, if customer turnover rates are high, it may indicate a need to improve customer satisfaction and retention strategies.

Ultimately, profit remains a central indicator of performance due to its broad applicability and significance in reflecting the company's success. High profitability often indicates effective management, strong market demand, and efficient operations, all of which contribute to the overall performance and sustainability of the company.

## Conceptual Framework



**Figure 1. Research Model**

## Research Hypothesis

Based on the research framework, the hypotheses formulated are as follows:

- H1 : Innovativeness affects the performance of MSMEs.
- H2 : Risk-taking affects the performance of MSMEs.
- H3 : Proactiveness affects the performance of MSMEs.
- H4 : Innovativeness, risk-taking, and proactiveness collectively influence the performance of MSMEs.

These hypotheses refer to the impact of three dimensions of entrepreneurial orientation—innovativeness, risk-taking, and proactiveness—on the performance of Micro, Small, and Medium Enterprises (MSMEs) in the culinary sector. Innovativeness relates to the ability of MSMEs to generate new ideas and innovative products that differentiate them from competitors and meet evolving market demands. Risk-taking reflects the MSMEs' willingness to face market uncertainties, such as making significant investments in new product development or market expansion. Meanwhile, proactiveness indicates MSMEs' ability to anticipate market changes and take proactive strategic measures to maintain or enhance their market share.

Hypothesis H4 suggests that not only do each dimension of entrepreneurial orientation (innovativeness, risk-taking, and proactiveness) individually influence MSMEs' performance, but their combined effect also significantly impacts MSMEs' performance. This indicates that MSMEs with a strong entrepreneurial orientation, characterized by innovative practices, prudent risk-taking, and proactive responses to market changes, tend to achieve better performance in terms of sales growth, market expansion, and business sustainability.



## **METHODS**

### **Population and Sample**

The population of interest in this study consists of micro, small, and medium enterprises (MSMEs) in the culinary sector located in the city of Bandar Lampung, specifically those around PKOR Bandar Lampung. The selection of this area is based on the presence of numerous small micro businesses, particularly food stalls, operating in the culinary industry which is experiencing rapid growth. The sampling technique employed is purposive sampling, with the criterion that the selected businesses must have been operating for at least one year, indicating their ability to sustain and effectively manage their operations.

### **Type and Source of Data**

The data used in this research are primary data. Primary data in this study consist of responses obtained from culinary traders who are sampled for this research. The method used to collect data is through a survey, where the researcher directly distributes questionnaires to respondents and collects them back after completion.

### **Operational Definition of Research Variables**

#### **a. Entrepreneurial Orientation**

In this study, the independent variable is entrepreneurial orientation, which refers to the level of achievement or performance of a company over a specific period (Suci, 2006). Entrepreneurial orientation encompasses several pertinent dimensions:

- 1) Innovativeness is characterized by the tendency of organizational management to innovate their business practices (Lumpkin and Dess, 1996). Indicators in this study include: a) independently generating new ideas, b) supporting the emergence of new product concepts, c) fostering creativity for new product innovations, and d) experimenting with new business processes.
- 2) Risk taking denotes the willingness to pursue opportunities that may involve significant risks or performance mismatches (Morris and Kuratko, 2002). Indicators of risk taking in this study comprise: a) taking risks associated with unsold products, b) risking business closure, and c) assuming financial risks.
- 3) Proactiveness involves continuously seeking market opportunities and experimenting with potential responses to environmental changes (Venkatraman, 1989). Indicators of proactiveness in this study encompass: a) responding to





changes in market conditions to pursue new opportunities, b) anticipating future demand, and c) pioneering the introduction of new products.

#### **b. Firm Performance**

Firm performance in this study serves as the dependent variable, referring to the level of achievement or performance of a company over a specific period (Suci, 2006). Indicators of firm performance in this study include: 1) achieving sales growth targets, 2) satisfaction with sales growth, 3) predicting sales growth larger than competitors, and 4) increasing sales due to entrepreneurial orientation.

#### **Instrument Quality Testing**

Instrument testing methods are aimed at assessing the validity and reliability of the instruments used in the study, ensuring their effectiveness as accurate and stable measurement tools for the phenomena under investigation.

##### **a. Validity Testing**

The validity of the instruments in this study was assessed using the Product Moment correlation method. Validity analysis was conducted using SPSS software version 20. The research instruments were deemed valid because the significance value (p-value) of the statistical test was less than 0.05 (5%).

##### **b. Reliability Testing**

To assess the reliability of the instruments, Cronbach's Alpha statistical test was employed. Reliability testing also utilized SPSS software version 20. The research instruments were considered reliable as the Cronbach's Alpha coefficient obtained was greater than 0.6.

## **RESULTS AND DISCUSSION**

Data collection for this study was conducted using questionnaires. A total of 75 questionnaires were distributed, and all were successfully collected back. However, only 71 questionnaires could be processed due to complete responses from the participants. Data analysis revealed that the majority of respondents were male, numbering 51 individuals or 71.9%, while female respondents totaled 20 individuals or 28.1%. In terms of age, most respondents were aged between 19 and 26 years, totaling 25 individuals or 35.2%. Respondents aged between 30 and 40 years were the smallest group, comprising only 9 individuals or 12.6%. Regarding educational background, the majority of respondents had completed high school education (34 individuals or 47.8%), whereas



those with junior high school education constituted the smallest group (26 individuals or 36.6%).

Regression analysis was employed in this study to examine the influence of the variables innovativeness, risk taking, and proactiveness on the performance of Micro, Small, and Medium Enterprises (MSMEs). The results of this regression analysis were computed using the computer software SPSS version 20.

**Table 1. Results of Regression Analysis**

Variabel	Standardized Coefficients	t	Sig.
Innovativeness	0,412	6,059	0,000
Risk Taking	0,474	7,454	0,000
Proactiveness	0,129	2,409	0,019
F count			0,000
R = 0,974 and Adjusted R Square 0,946			

This study employed statistical analysis to test four hypotheses regarding the influence of innovativeness, risk taking, and proactiveness on MSME performance. Based on the analysis results presented in Table 1, each variable has a significance value below 0.05, indicating a statistically significant relationship with MSME performance.

1. **Innovativeness:** The testing results show a significance value of 0.000, indicating that innovation significantly affects MSME performance. This implies that higher levels of innovation in MSMEs lead to better performance.
2. **Risk Taking:** The significance value for the risk taking variable is also 0.000, indicating that risk-taking behavior significantly influences MSME performance. MSMEs that are willing to take risks tend to perform better compared to those that are more conservative.
3. **Proactiveness:** The proactiveness variable has a significance value of 0.019. Although slightly higher than the other variables, this result still shows that being proactive in facing changes and opportunities has a significant positive impact on MSME performance.
4. **Simultaneous (Hypothesis 4):** The simultaneous testing results indicate that the combination of these three variables also has a significant influence on MSME performance, with an overall significance value also below 0.05.



Based on the hypothesis testing, it was found that the variables of innovativeness, risk taking, and proactiveness have partial and simultaneous effects on the performance of Micro, Small, and Medium Enterprises (MSMEs). These findings are consistent with previous research conducted by Andiningtyas and Nugroho (2014), Covin and Slevin (1991), and Wiklund (1999), which indicate that entrepreneurial orientation directly impacts firm performance.

Theoretically, a strong entrepreneurial orientation can enhance a firm's ability to market its products and achieve better business performance. Companies that are more innovative, proactive, and risk-taking tend to perform better. This theory is supported by Becherer and Maurer (1997), who suggest that entrepreneurial-oriented firms are inclined to produce innovative products and have the ability to confront risks.

In the context of MSMEs in the culinary sector studied in this research, it is observed that they exhibit good levels of innovation, courage in decision-making by taking risks, and responsiveness to changes around them. This illustrates that the entrepreneurial orientation they possess contributes positively to enhancing their business performance.

This study reveals that variables such as innovation, risk-taking behavior, and proactive attitudes significantly influence the performance of MSMEs in the culinary sector. These results are not only empirically supported through hypothesis testing but also theoretically grounded in concepts introduced by previous research. A strong entrepreneurial orientation not only helps MSMEs maintain their competitiveness but also enhances their ability to tackle challenges and seize opportunities in the market.

## **CONCLUSION**

Based on the analysis results, it can be concluded that the variables of innovation, risk-taking, and proactiveness significantly influence the performance of Micro, Small, and Medium Enterprises (MSMEs). These findings indicate that:

1. Innovation has a positive impact on MSME performance, meaning that higher levels of innovation lead to better MSME performance.
2. Bold risk-taking also contributes positively to MSME performance, indicating that MSMEs capable of taking risks tend to achieve better performance.



3. Proactive responses to change have a positive influence on MSME performance, indicating that responsiveness to changes in the environment can enhance business performance.
4. Simultaneously, innovation, risk-taking, and proactive management significantly impact MSME performance.

This conclusion emphasizes the importance of developing strategies and policies that encourage entrepreneurial orientation among MSMEs. This aims to enhance their competitiveness and performance in an increasingly complex and changing market environment.

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