

The Support of Human Resource Competence in Utilizing E-Commerce toward Culinary SMEs Performance in Solo City (Survey on Culinary SMEs Engaging In Online Sales)



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ABSTRACT: The advancement of digital technology has significantly altered the societal lifestyle, evident in the shifts in people's behaviors, notably in their purchasing habits for goods and services. Both can now be conducted online, thereby enhancing service efficiency, speed, and security, consequently providing convenience for customers (Ramadhany and Pritasari, 2020). This presents significant potential and opportunities for SMEs to contribute to the development of SMEs by providing information related to business and commercial transactions. This research aims to analyze the support of human resource competencies in utilizing e-commerce towards the performance of culinary SMEs in Solo City (A Survey on Culinary SMEs Engaging in Online Sales). The population of this study consists of SMEs in Solo City engaged in online sales. The sample size was determined using the Leedy Formula, resulting in 96 samples; however, 100 samples were taken. Purposive sampling technique was employed, with sample criteria including SMEs occupying permanent business premises, not street vendors, active restaurants (not closed), and engaged in online sales during the research period. The research data comprise primary data obtained through questionnaires distributed both offline and online via Google Forms. The analysis results indicate that all research instruments are valid and reliable. Classic assumption tests are all met/pass, including multicollinearity, autocorrelation, heteroskedasticity, and normality tests. Data analysis technique employed multiple linear regression analysis, T-test at 5% significance level, model accuracy test, determination coefficient, and moderation effect analysis using MRA. The research findings reveal a significant positive influence of E-Commerce and human resource competence on the performance of culinary SMEs in Solo. The F-test indicates that the model used is appropriate for analyzing the influence of e-commerce and human resource competence in predicting the performance of SMEs. The analysis of the coefficient of determination indicates that the combined influence of the e-commerce and human resource competence variables on SME performance amounts to 58.9%. The moderation analysis (MRA) demonstrates that human resource competence effectively moderates or supports the utilization of e-commerce in enhancing SME performance. The conclusion drawn from this study is that highly competent human resources are essential for enhancing the performance of SMEs engaged in e-commerce sales. This is evidenced by the moderation effect of human resource competence on the utilization of E-commerce for SME performance enhancement.

KEYWORDS: Human Resource Competence, Utilization of E-Commerce, SME Performance

A. BACKGROUND STUDIES

The rapid development of technology, the digital world, and the internet has also impacted the field of marketing. Marketing trends globally have shifted from conventional (offline) to digital (online). The widespread use of the internet is primarily for accessing social media, entertainment, and online shopping. This presents significant potential and opportunities for SMEs in the virtual world, especially on social media platforms, and has transformed societal lifestyles, including purchasing goods and services. Both can now be conducted online to enhance service, effectiveness, speed, and, from a security standpoint, provide convenience for customers (Ramadhany and Pritasari, 2020). Market globalization demands that SMEs keep pace with market developments to survive, increase sales, and gain a competitive edge in their business.

SMEs must conduct competitive advantage analysis known as the Resource-Based View of the firm (RBV) approach, characterized by knowledge advantage (knowledge/learning economy) or an economy reliant on intangible assets. Intellectual capital becomes paramount for the future development of SMEs to enable them to compete, have competitive and comparative advantages.

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An SME will find it difficult to thrive if its entrepreneurs do not know how to effectively market a product (Amalia, 2018). Purwaningsih & Kusuma (2015) found in their research that marketing techniques positively influence SME performance; the better the marketing techniques of SMEs, the higher their performance.

Currently, there are numerous applications offering features that can be used for free to promote or offer owned products, including Facebook which provides Facebook Pages features, Instagram with its Instagram for Business feature, and other paid applications. It is essential for SMEs to investigate factors influencing the motivation of social media usage by SMEs, especially the utilization of e-commerce and competent human resources. Firdaus and Fahrizal's research (2021) yielded results showing that the role of social media has a positive and significant impact on SME performance. This contrasts with the findings of a study by Purwantini and Anisa (2018), which found no empirical evidence of the influence of social media usage on SME performance.

Micro, Small, and Medium Enterprises (MSMEs) stakeholders must pay attention to the performance of their businesses to ensure survival and competitiveness, both in terms of quality and quantity, in line with established objectives. Human resource competence is related to knowledge, skills, abilities, and personality characteristics that directly influence performance (Anwar, 2012). Research by Ardiana, Brahmayanti, & Subaedi (2010) states that the quality of human resources is particularly needed in the field of human resource competencies such as knowledge, skill, and ability in entrepreneurship, including attributes such as education, experience, motivation, talent, and skills to achieve superior performance. Fibriyani & Mufidah (2018) in their research stated that human resource competence has a positive and significant effect on MSME performance. The better the competence of human resources, the higher the performance of MSMEs. Different results were found in the study by (Ardiana et al., 2010) that the knowledge of MSMEs' human resources does not affect MSME performance.

Human capital investment (human resource competence) provides SMEs with advantages in value creation and performance excellence (Muda & Rahman, 2016). Research by Mega Kurniawati (2022) reveals that human resource competence moderates the relationship between e-commerce and SME performance variables. This contrasts with the findings of Winarto (2020), which suggest that human resource competence is unable to moderate the relationship between knowledge implementing, knowledge creating, and knowledge sharing with SME performance.

B. RESEARCH PROBLEMS

Does the utilization of e-commerce and human resource competence significantly influence the performance of culinary SMEs in Solo City engaged in online sales? Additionally, does human resource competence moderate or support the influence of e-commerce utilization on the performance of culinary SMEs in Solo City engaged in online sales?

C. RESEARCH OBJECTIVES

The objective of this research is to analyze the significance of the influence of e-commerce utilization and human resource competence on the performance of culinary SMEs in Solo City engaged in online sales. It also aims to analyze the significance of the influence of e-commerce utilization on the performance of culinary SMEs in Solo City engaged in online sales, moderated by human resource competence.

D. LITERATURE REVIEW

1. SME Performance

Performance, job performance, or actual performance refers to the work achievement attained by an individual, including both the quality and quantity of work accomplished in fulfilling their assigned responsibilities. Various performance measurements in business can be distinguished based on financial and non-financial perspectives (Islami, Kunaifi, & Gunawan, 2017). Financial perspective indicators are related to the company's income and expenses because the company must manage its finances well to ensure financial stability. Customer perspective relates to the ability to manage consumers as product users, thus fostering loyal consumers. Internal business perspective concerns the business strategies employed by managers to enhance and develop the business. The fourth indicator is innovation and learning perspective, which is related to product innovation and renewal activities and includes both formal and informal learning activities (Saraswati & Widiartanto, 2016).

2. Information Technology and Social Media Performance

Information and Communication Technology (ICT) has become an integral part of human life in the 21st century. The rapid expansion of ICT and its application in various economic activities has opened up new opportunities for individuals, businesses, and society. Technological advancements also empower customers to engage in personal communication, business transactions, and banking operations in a more flexible and efficient manner. Internet-based digital technology, particularly social media, has shaped new patterns of communication and brought about changes in the systems, procedures, and service processes within a business operation (Azam, 2015).

According to Rugofa and Prenaj (2016), the primary purpose of using Social Media Marketing is to strengthen word-of-mouth marketing, market research, general marketing, idea development and new product development, customer service, public relations,

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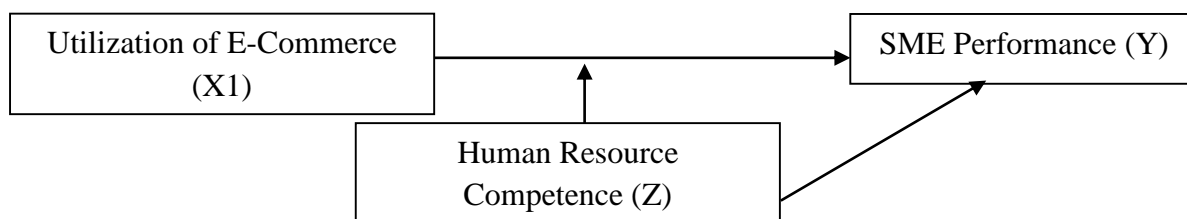
employee communication, reputation management, and ultimately, to improve the success of new product launches. Therefore, for SMEs to be sustainable, they must be compelled to familiarize themselves with the use of social media as a means to connect with their customers (Odoom et al., 2017).

The indicators of e-commerce utilization as a social media platform adopted from the research by Odoom et al. (2017) include: being used for individuals to interact with each other, being used by companies to seek information, communicate brand, attract new customers, build engagement, and receive feedback.

3. Human Resource Competence

According to Kotler and Armstrong (2014), an individual's performance is based on the understanding of knowledge, skills, expertise, and behavior required to perform a job effectively. Wibowo (2012) defines competence as the ability to carry out tasks and duties based on knowledge, skills, and work attitudes within the job. There are several indicators of human resource competence that can be used as indicators in a study, including skills, abilities, and knowledge (Adriana & Subaedi, 2010).

E. THEORETICAL FRAMEWORK



PICTURE 1: THEORETICAL FRAMEWORK

F. HYPOTHESIS

1. The Influence of E-Commerce Utilization on SME Performance

The digital era, utilizing social media, has become a choice to enhance services for customers who have internet access (Kim et al., 2017). Digital development is conceptualized as a solution supporting business digitalization (Khin & Ho, 2018). On a global scale, the capability of information technology-based resources toward company performance can provide faster, more affordable, and updated information services compared to competitors, thus digital technology impacts company performance (Yunis et al., 2018). Previous studies by Lina, Lia Febria, Permatasari, Berlantina (2020), Winarto, Wahid Wachyu Adi (2020), Fahrizal, Firdaus (2021), Ningtyas, Kusuma, Sunarko, Bambang, Jaryono (2015), Mutiara, Ananda, Wijayangka, Candra, Kartawinata (2021), and Purwantini and Anisa (2018) have found that the use of social media for SMEs positively impacts SME performance. Therefore, the hypothesis is proposed:

H1: The utilization of E-Commerce significantly influences the performance of culinary SMEs in Solo City engaged in online sales.

2. Human resource competence significantly influences the performance of SMEs

Human Resource Competence is a characteristic possessed by human resources that can be enhanced in the form of the ability to perform tasks based on knowledge, skills, and work attitudes within the job, and this underlies an individual's performance and behavior at work. According to Rivai & Sagala (2009), competence is a crucial aspect in determining the performance and success of an organization. This is supported by previous research by Winarto and Adi (2020), Zhaviery, Fariz, Anisah, Hastin, and Faidah (2019), Syarifah, Ina, Mawardi, Kholid, Iqbal (2020), which found that human resource competence influences SME performance. Therefore, the hypothesis is proposed:

H2: Human resource competence significantly influences the performance of culinary SMEs in Solo City engaged in online sales.

3. Human resource competence moderates the influence of E-Commerce utilization on SME performance

According to Rugofa and Prenaj (2016), the primary objective of utilizing Social Media Marketing is to strengthen word-of-mouth marketing, market research, general marketing, idea development and new product development, customer service, public relations, employee communication, reputation management, and ultimately, to improve the success of new product launches. The capability of information technology-based resources toward company performance can provide faster, more affordable, and updated information services compared to competitors, thus digital technology impacts company performance (Yunis et al., 2018). This is supported by previous research by Kurniawati, Mega (2022), which found that human resources moderate the relationship between e-commerce and SME performance variables. Therefore, the hypothesis is proposed:

H3: Human resource competence moderates the influence of E-Commerce utilization on the performance of culinary SMEs in Solo City engaged in online sales.

G. RESEARCH BENEFITS

a. For culinary SMEs in Solo City engaged in online sales, the findings of this research are expected to serve as considerations

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for enhancing the performance of culinary SMEs in Solo City engaged in online sales through the utilization of e-commerce and the human resource competence of business practitioners.

- b. For future researchers, the findings of this study can serve as a reference for other researchers conducting studies in the future on the enhancement of the performance of culinary SMEs in Solo City engaged in online sales through the utilization of e-commerce and the human resource competence of business practitioners.

H. ANALYSIS AND DISCUSSION

1. Research Location

This research is conducted in Solo City, with the research subject being culinary SMEs in Solo City engaged in online sales.

2. Population and Sample

The population in this study consists of all culinary SME entrepreneurs in Solo City engaged in online sales. The sample size was calculated using the Leedy formula, with a total of 100 culinary SME entrepreneurs selected using purposive sampling technique based on the criteria of (1) SMEs occupying permanent business premises and not street vendors (2) active restaurants conducting online sales during the research period.

3. Type and Source of Data

The type of data in this study is qualitative data obtained through questionnaires using a Likert scale, where the response options "strongly agree" are given a score of 5, "agree" a score of 4, "neutral" a score of 3, "disagree" a score of 2, and "strongly disagree" a score of 1 (Sugiyono, 2015: 13).

The primary data source is obtained from respondents who provide data to the researcher, in the form of questionnaire responses regarding the utilization of e-commerce, human resource competence, and SME performance.

4. Data Collection Techniques

The data collection technique involves closed-ended questionnaires regarding the utilization of e-commerce, human resource competence, and SME performance, conducted both offline and online through Google Forms.

5. Research Findings

- a. Respondent Characteristics:

TABLE I: RESPONDENT CHARACTERISTICS

No	Respondent Characteristics	Quantity	Percentage (%)
1	Gender		
	Male	44	44
	Female	56	56
2	Age		
	25 - < 30	18	18
	30 - < 40	42	42
	40 - < 50	34	34
	> 50	6	6
3	Education		
	Senior High School	35	35
	Diploma	25	25
	S1	40	40
	S2	0	0
	S3	0	0
4	Operational working hours		
	< 40 hours	15	12
	40 – 60 hours	33	36
	> 60 hours	52	52
	< 40 hours	15	12
Number of employees			
	2	15	15
	3	52	52
	4	23	23
	5	10	10
Duration of online selling			

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< 1 year	5	5
1 year – < 2 years	30	30
2 years – < 3 years	37	37
3 years – < 4 years	20	20
> 4 years	8	8

Source: Primary data processed in June 2023

b. Research Instrument Tests

1) Validity Test

All questionnaire items for the E-commerce variable (X1.1 - X1.5) with p-value < 0.05, Promotion variable (X2.1 - X2.4) with p-value < 0.05, Human Resource Competence variable (Z.1 - Z.5) with p-value < 0.05, and SME Performance variable (Y.1 - Y.5) with p-value < 0.05, thus all questionnaire items are valid.

2) Reliability Test

TABLE II: RELIABILITY TEST RESULT

Variable	Cronbach's Alpha	Critical Value	Description
E-commerce	0,786	> 0,60	Reliable
Human Resource Competence	0,785	> 0,60	Reliable
SME Performance	0,848	> 0,60	Reliable

Source: Primary data processed in June 2023

The results indicate that all items of the questionnaire for the E-commerce (X1), Human Resource Competence (Z), and SME Performance (Y) variables are reliable as the Cronbach's Alpha value is > 0.60.

c. Classical Assumption Test

TABLE III. RESULTS OF CLASSICAL ASSUMPTION TEST

No	TEST NAME				
1	MULTICOLLINEARITY TEST				
	Variable	Tolerance Value	Critical Value	VIF	Critical Value
	E-commerce (X1)	0,418	0,10	2,392	10
	Human Resource Competence (Z)	0,418	0,10	2,392	10
2	AUTOCORRELATION TEST				
	Asymp. Sig. (2-tailed)				0,546
3	HETEROSKEDASTICITY TEST				
	E-commerce (X1)				0,105
	Human Resource Competence (Z)				0,204
4	NORMALITY TEST				
	Kolmogorov-Smirnov Z				0,054
	Asymp. Sig. (2-tailed)				0,200

Source: Primary data processed in June 2023

d. Data Analysis

1) Descriptive Analysis

a) Descriptive Analysis of E-commerce Variable (X₁)

Respondents rated E-commerce highly in Culinary SMEs in Solo City in attracting new customers, as Culinary SMEs often engage in promotional activities by offering to new customers. Respondents rated low in how Culinary SMEs communicate their brand, indicating a low rating on Culinary SMEs' habits in updating the products they sell through social media.

b) Descriptive Analysis of Human Resource Competency Variable (Z)

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The respondents rated the variable of Human Resource Competence highly in terms of the skills of SME employees, indicating that they are quick in serving customers. However, they rated it low in terms of the ability of SME employees to perform tasks without being instructed.

c) The Results of the Descriptive Analysis of SME Performance Variables (Y)

The respondents rated the human resources competency variable highly in terms of innovation and learning perspective, indicating that the variety and types of food and beverages sold are increasing. They rated it low in terms of financial perspective, suggesting that the SMEs have not managed their finances well.

2) Inductive Analysis

TABLE IV: REGRESSION COEFFICIENTS, t-TEST, ANOVA, AND MODEL SUMMARY

Regression Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4,398	1,358		3,329	0,002
E-commerce	0,431	0,103	0,418	4194	0,000
Human Resource Competence	0,390	0,096	0,405	4,067	0,000
ANOVA					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	628,719	2	314,359	71,930	.000 ^b
Residual	423,921	97	4,370		
Total	1052,640	99			
Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	0,773 ^a	0,597	0,589	2,091	

Source: Primary data processed in June 2023

a) Multiple Linear Regression Analysis

Based on the table above, the regression line equation obtained is as follows:

$$Y = 4,398 + 0,431 X_1 + 0,390 X_2 + e$$

The obtained results of linear regression can be interpreted as follows:

a: 4,398 means that if E-commerce (X₁), Competency of Human Resources (Z) are constant, then the Performance of Culinary SMEs (Y) is positive.

b₁: 0,431 variabel E-commerce (X₁) berpengaruh positif terhadap Kinerja UMKM (Y) artinya apabila E-commerce meningkat, maka Kinerja UMKM akan meningkat dengan asumsi variabel Kompetensi SDM (Z) dianggap konstan.

b₂: 0,390 Competency of Human Resources variable (Z) has a positive effect on the Performance of Culinary SMEs. This means that if the Competency of Human Resources increases, the Performance of Culinary SMEs will increase, assuming the variable E-commerce (X₁) is constant.

Hypothesis Testing/t-Test (significance test)

(1) t-Test for Variable E-commerce (X₁)

The obtained p-value is $0.000 < 0.05$, thus rejecting the null hypothesis (H₀). This indicates a significant influence of the E-commerce variable (X₁) on the performance of culinary SMEs (Y). Therefore, hypothesis 1, stating that E-commerce (X₁) significantly affects the performance of culinary SMEs in Solo City, is proven to be true.

(2) Test of the Variable Competency of Human Resources (Z)

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The obtained p-value is $0.000 < 0.05$, thus the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_a) is accepted, indicating a significant influence of the Competency of Human Resources (Z) on the Performance of Culinary MSMEs (Y). Therefore, Hypothesis 2, stating that Competency of Human Resources (Z) significantly influences the performance of culinary MSMEs in Solo City, is proven to be true.

b) F-test (Model Adequacy Test)

The obtained F value is 71.930 with a p-value of $0.000 < 0.05$, leading to the rejection of the null hypothesis (H_0). This indicates that the model used to analyze the influence of the independent variables, namely E-commerce (X1) and Competency of Human Resources (Z), in predicting the performance of culinary MSMEs in Solo City engaged in online sales is appropriate.

c) Coefficient of Determination (R^2)

The Adjusted R Square value is 0.589, meaning that the influence provided by the independent variables, namely E-commerce (X1) and Competency of Human Resources (Z), on the dependent variable (Y), which is the Performance of Culinary MSMEs in Solo City engaged in online sales, is 58.9%. The remaining portion ($100\% - 58.9\%$) = 41.9% is influenced by other factors beyond the variables under study.

d) Multiple Linear Regression Analysis with Moderation

TABLE V: RESULTS OF MULTIPLE LINEAR REGRESSION ANALYSIS WITH MODERATION

Coefficients ^a		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
Model						
1	(Constant)	-12.517	5.045		-2.481	.015
	E-Commerce	1.385	.292	1.342	4.747	.000
	Human Resource Competence	1.333	.287	1.386	4.648	.000
	X1Z	-.052	.015	-1.801	-3.468	.001

a. Dependent Variable: Kinerja UMKM

Source: Primary data processed in June 2023

Based on the table above, the significance value (p-value) of the interaction between E-commerce and Human Resource Competence is $0.001 < 0.05$. Therefore, H_0 is rejected and H_a is accepted, indicating that Human Resource Competence (Z) moderates/supports E-commerce's effect on Culinary SMEs' Performance (Y). Thus, hypothesis 3 stating that Human Resource Competence (Z) moderates/supports the effect of E-commerce on the Performance of Culinary SMEs in Solo City engaged in online sales is proven to be true.

6. DISCUSSION OF RESEARCH RESULTS

a. The Influence of E-Commerce on Culinary SMEs Performance in Surakarta

E-commerce significantly influences the performance of Culinary SMEs in Surakarta, with a p-value of $0.000 < 0.05$, indicating that the null hypothesis (H_0) is rejected, meaning there is a significant influence of E-commerce (X1) on the performance (Y) of Culinary SMEs in Surakarta. Therefore, hypothesis 1 that E-commerce significantly affects the performance of Culinary SMEs in Surakarta is proven to be true.

The advancement of technology has empowered customers to engage in personal communication, business transactions, and banking operations more flexibly and efficiently. Digital technology, particularly internet-based social media, has introduced new patterns of communication and altered the systems, procedures, and service processes in business operations (Azam, 2015). In the digital era, the utilization of social media has become a choice to enhance customer service for those who have internet access (Kim et al., 2017). The digital development is perceived as a solution supporting business digitization (Khin and Ho, 2018). On a global scale, the capability of information technology based on resources significantly influences company performance by providing faster, more accessible, and more timely information updates compared to competitors, thereby affecting company performance (Yunis et al., 2018). These research findings align with previous studies conducted by Lina, Lia Febria, and Permatasari, Berlintina (2020), Winarto and Adi (2020), Fahrizal, Firdaus (2021), Ningtyas, Kusuma, Sunarko, Bambang, and Jaryono (2015), Mutiara, Wijayangka, Kartawinata, and Rustandi (2021), and Purwantini and Anisa (2018), which concluded that the use of social media has a positive impact on the performance of SMEs. The implication of this research is that in the effort to enhance the performance of Culinary SMEs in Solo engaged in online sales, it can be achieved through the improvement of E-

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commerce by enhancing brand communication, such as frequently updating products sold through social media, and consistently attracting new customers by regularly conducting promotional activities to offer incentives to new customers.

b. The Influence of Human Resource Competence on Culinary SMEs Performance in Surakarta

Human resource competence significantly influences the performance of culinary SMEs in Surakarta, with a p-value of $0.000 < 0.05$, indicating the rejection of H_0 and acceptance of H_a , meaning there is a significant influence of the human resource competence variable (Z) on the performance (Y) of culinary SMEs in Surakarta. Thus, hypothesis 2 stating that human resource competence significantly influences the performance of culinary SMEs in Surakarta is proven to be true.

Human resource competence is an essential aspect possessed by individuals that can be enhanced, serving as the foundation for their work and behavior. According to Rivai & Sagala (2009), competence is a crucial aspect in determining the performance and success of an organization. This research aligns with previous studies conducted by Winarto and Adi (2020), Zhaviery, Hizrian Fariz, Anisah, Hastin, and Faidah (2019), Syarifah, Ina, Mawardi, Kholid, and Iqbal (2020), which found that human resource competence influences the performance of SMEs. The implication of this research is that efforts to enhance the performance of culinary SMEs in Solo engaged in online sales can be achieved through improving abilities, such as employees knowing what needs to be done without being instructed, and acquiring skills, such as being prompt in serving customers.

c. Human Resource Competence Supports (Moderates) the Use of E-commerce on the Performance of Culinary SMEs in Surakarta.

E-commerce significantly influences the performance of Culinary SMEs in Surakarta, with a p-value of $0.002 < 0.05$, thus rejecting the null hypothesis (H_0) and accepting the alternative hypothesis (H_a), indicating a significant effect of the E-commerce variable (X_1) on the performance (Y) of Culinary SMEs in Surakarta moderated by Human Resource Competence. Therefore, hypothesis 3 that Human Resource Competence moderates the effect of E-commerce (X_1) on the performance of Culinary SMEs in Solo engaged in online sales is proven to be true.

According to Rugofa and Prenaj (2016), the primary purpose of using Social Media Marketing is to strengthen word-of-mouth marketing, market research, general marketing, idea development and new product development, customer service, public relations, employee communication, and reputation management, and even to enhance the success of new product launches. Globally, the ability of information technology based on resources to influence the performance of a company can provide fast, affordable, and more timely information updates than competitors, thereby influencing the digital technology performance of the company (Yunis et al., 2018). This research aligns with the findings of Kurniawati and Mega (2022), who found that human resource competence moderates the relationship between e-commerce and SME performance. The implication of this research is that in efforts to improve the performance of culinary SMEs in Solo engaged in online sales, it is advisable to further enhance the financial perspective, such as better financial management by culinary SMEs, and consistently focus on the innovation and learning perspective, such as increasing the variety of food.

I. CONCLUSION, LIMITATIONS OF THE RESEARCH, AND RECOMMENDATIONS

1. Conclusion:

- a. E-commerce significantly influences the performance of culinary SMEs in Solo City engaged in online sales.
- b. Human Resource Competence significantly influences the performance of culinary SMEs in Solo City engaged in online sales.
- c. Human Resource Competence moderates/supports the influence of E-commerce on the performance of culinary SMEs in Solo City engaged in online sales.

2. LIMITATIONS OF THE RESEARCH

This research has been conducted to the fullest extent possible; however, it is not without limitations, as outlined below:

- a. The research sample is limited to culinary SMEs in Solo City, so the findings cannot be generalized.
- b. The variables influencing the performance of culinary SMEs in this study are limited to four variables: E-commerce, Human Resource Competence.
- c. The Adjusted R^2 value produced by this research is only 58.9%, indicating that other factors affecting the performance of culinary SMEs still need to be investigated.

3. RECOMMENDATIONS

- a. Culinary entrepreneurs in Solo City engaged in online sales are encouraged to further enhance the performance of culinary SMEs by increasing brand communication through more frequent updates of products sold via social media and consistently attracting new customers through regular promotional activities.
- b. Improving the performance of culinary SMEs in Solo City engaged in online sales can be achieved by enhancing abilities, such as ensuring that employees know what needs to be done without being instructed, and fostering skills, such as providing fast customer service.

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- c. Efforts to enhance the performance of culinary SMEs in Solo City engaged in online sales can be pursued by striving to improve financial management practices and fostering innovation and learning perspectives, such as expanding the variety of food products.

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