

Implementation of Entrepreneurship Orientation to Improve SME Performance

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ABSTRACT

Micro, small, and medium firms from both the traditional and contemporary sectors make up the vast majority of Indonesia's labour force, making SMEs among the most significant economic actors in the country. Improving the efficiency of small and medium-sized woven fabric businesses in Lombok is the primary goal of this research. In this study, an explanatory approach was used. The purpose of this research was to examine potential causal explanations for observed patterns. The study's findings Small and medium-sized enterprises (SMEs) producing woven fabrics in Lombok have benefited greatly from an entrepreneurial mindset in the last three years. Small and medium-sized enterprises (SMEs) producing woven fabrics in Lombok are heavily affected by their working conditions. For woven fabric SMEs in Lombok, a positive result for the route coefficient between the workplace and performance indicates a unidirectional link or effect. In today's friendly business environment, entrepreneurial orientation influences performance, and future business environment conditions are not always predictable. It is necessary to anticipate some alternative problem-solving, so entrepreneurial orientation that theoretically affects performance must be formulated to achieve goals and implement strategies effectively. Since previous studies have shown that the impact of entrepreneurial orientation on business performance is inconsistent, such as through the use of social media and E-commerce, it is important to conduct additional research on the environmental impact on performance improvement in the context of Lombok's small and medium-sized enterprises (SMEs) that produce woven fabrics.

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1. Introduction

Small and medium-sized businesses are crucial to Indonesia's economic growth [1]–[6]. The majority of regions in Indonesia have an economic structure supported by SMEs that adhere to the people's economic system and people's businesses [1], [7]–[9]. This type of business has proven to be resistant to all disruptions, including being able to withstand the severity of the economic crisis that hit Indonesia in 1998s [10], [11]. These types of companies play a crucial part in boosting local and regional economies [12]–[16]. This important role is mainly shown in aspects such as increasing employment opportunities and income equality, playing a role in suppressing the rate of urbanization and strengthening rural economic development [17], [18].

The SME sector is, in fact, able to show more resilient performance in facing critical times during the economic crisis [19], [20]. Small and medium-sized enterprises (SMEs) are highly malleable and can quickly adjust to the ebbs and flows of market demand [21]–[24]. They also

create jobs faster than any other business sector, and they are also quite diversified and make important contributions to exports and trade (Kanaidi, 2014; Wilson & Puspitowati, 2022) [9], [25].

While SMEs play a crucial role in Indonesia's economy, their administration is still relatively straightforward [27], [28]. The state of a country where there are many small and medium enterprises and then develop into large companies will definitely enable the development of the country [29]–[31]. In other words, to become a developed country, all local business actors in the country, in this case SMEs, must show the best performance [32]–[34]. There are two schools of thought in strategic management on what makes a company successful. According to Tabunan, the determinants include the company's organisational structure and the calibre of its people resources [35].

SMEs are also seen as having the ability to move quickly in decision-making because they have a dynamic character and the ability to innovate [36]–[38]. SMEs have advantages in contributing to many aspects apart from their ability to create jobs that can absorb labor at relatively small costs [39], [40]. SMEs are also a source of skills for future industry development. As a container, SMEs are considered capable of training entrepreneurial spirit and managerial abilities, which have been the primary focus for a nation's economic growth [41]. Wiklund and Shepherd observed that an entrepreneurial mindset has a significant impact on the success of SMEs. Companies with a strong entrepreneurial mindset will be better able to identify and seize opportunities even while they face tough competition. This sets them apart from the competition and offers them a competitive edge [36], [42].

Despite facing challenges and restrictions, businesses have considerable resilience and often come up with novel solutions. On the other hand, when conditions are favourable, businesses with a strong entrepreneurial orientation are better able to seize opportunities when they arise [43]. The entrepreneurial approach or entrepreneurial orientation plays a strategic role in determining decisions to enter the product market [44]. Qalati et al.'s research explains that a wide range of factors—including human resources, financial resources, the technical aspects of production and operations, marketing and distribution, government policies, social, cultural, and economic factors, and the role of institutions—influence the performance of SMEs. At the same time [45]. Qalati's next research, Li identified factors from outside and from within that can hinder or support the development of batik industry SMEs in Indonesia [46]. According to the findings of the poll, internal variables like motivation, skill, and entrepreneurial spirit have little bearing on the company's success [47], [48].

Meanwhile, Johnsrud and Arveng mentioned that environmental factors from outside, such as the work environment, can affect company performance. Although the work environment does not run the Company's production process [49], these environmental factors are very important and have a major influence. There are still many companies that have not noticed that environmental factors affect company performance to date. And an inadequate work environment can have an impact on decreasing employee performance.

Experts agree that an entrepreneurial mindset is crucial to the success of any venture. The Company's success is influenced by the extent to which its leaders take an entrepreneurial approach to business [36], [50]–[52]. The Company's high degree of entrepreneurialism offers it an edge in the cutthroat business environment by helping it see chances that its rivals overlook [53], [54]. Experts have proven that in dynamic economic conditions, entrepreneurial orientation can be a driving factor in improving the Company's performance [55], [56]

This can happen because entrepreneurship requires 1) independence to start a business (autonomy), 2) the desire to become an achievement-oriented entrepreneur and dare to face competitors or dare to improve business position to be better than other companies (competitive aggressiveness), 3) courage to take risks from the uncertainty of the business climate with the aim of getting profits (risk taking), and 4) the desire to renew the quality of services and products offered (innovativeness) [57]. When applied to small and medium-sized enterprises (SMEs), an entrepreneurial mindset may be seen as a tool for overcoming common obstacles like few resources and fierce competition [58]. According to Lumpkin and Dess, an entrepreneur's orientation is all about the methods, routines, and choices that lead to the birth of a business. They have identified five characteristics of entrepreneurs: independence, creativity, willingness to take risks, initiative,

and competitive ferocity. Since the proactiveness component overlaps with that of competitive aggressiveness, it was not employed here [59].

The ability to think like an entrepreneur is crucial to the success of any company [60], [61] The term "entrepreneurial orientation" is now often used to describe successful companies (Kraus et al., 2012). An entrepreneurial mindset is a competitive advantage that may help any business thrive [60], [63]. An entrepreneurial mindset is one that is always thinking of new ways to do things, proactively solving problems, and willing to take calculated risks [64].

Knowledge, attitude, and skill are all components of a person's ability, which develops with time. To be innovative is to have the mindset of an entrepreneur who is actively engaged in the creative process of developing new ideas that lead to new production techniques that result in new goods or services for the existing market as well as for emerging markets [65]. The capacity for innovation is linked to the ways in which a company views and pursues novel and original commercial activity. Risk-taking behaviour entails a willingness to exploit or engage in commercial methods where the potential consequences are fraught with uncertainty, notwithstanding the potential for high reward [60], [66]. Barriers to risk-taking are a fundamental differentiator between firms with and without an entrepreneurial spirit [6], [67]. Successful entrepreneurs are adept at weighing risks and taking calculated chances [68]. The Company's results are expected to improve if its employees adopt an entrepreneurial mindset marked by creativity, initiative, and a willingness to take calculated risks [60].

According to Buli's findings, the company's product marketing efforts might benefit from a more entrepreneurial mindset [69]. Further, Silviasih et al.'s investigation led them to the conclusion that an entrepreneur's outlook significantly influences organisational success [70]. The studies of Affendy et al. also showed that an entrepreneurial mindset has an effect on company success [71].

2. Method

This study falls under the category of explanatory studies. Sugiyono defines explanatory research as an approach of inquiry that seeks to shed light on the relationships between and among the variables under investigation [72]. The questionnaire was developed using the study's operational definitions of each variable. The entrepreneurial orientation variable is manipulated as the ideological orientation of the entrepreneurial orientation of SME owners towards their business. Work environment variables are manipulated as an interactive combination of SMEs and stakeholders from different sub-environments for growth and survival in the form of environmental support, environmental dynamism, and environmental complexity.

Data collection is directly carried out by asking a series of questions to respondents. Questions asked include closed questions and open-ended questions to obtain information that is in accordance with the needs of this research data. Based on what this study wants to achieve, the questionnaire has been distributed directly to SME owners or leaders by researchers. Of the 394 respondents, 212 respondents were eligible for analysis. The sample size has met the SEM requirements of at least 125 respondents and a maximum of 250 respondents. The sample size of 212 people was chosen to be representative of the whole. Sample sizes of 100-150 are usually regarded sufficient when using a structural equation modeling (SEM) approach to analyze data containing a number of latent variables (constructs) of up to five pieces, where each construct is defined by three or more indicators [73].

3. Results and Discussion

3.1. The Influence of Entrepreneurial Orientation on the Performance of Lombok Woven Fabric SMEs

This study's CR testing reveals that the R square value for the Performance - Sales variable is 0.075, while the R square value for the Performance - Profit variable is 0.097. With a R Squared value of 0.486, we may infer that the variables included in this research account for 48.6% of the variation in Performance, while the remaining 51.9% (100% - 48.6%) can be attributed to factors external to this investigation.

Table 1. Results of Lombok Woven Fabric Hypothesis Testing

Variable	Coefficient	T-statistic
EI -> KP – Sales	0,075	1,734
EI -> KP – Profit	0,126	1,878
Moderating Effect 2 -> KP - Profit	0,048	1,823
Moderating Effect 1 -> KP - Penjualan	0,084	2,525
Moderating Effect 3 -> KP - Non keuangan	0,003	0,086
OK -> KP – Sales	0,768	12,925
OK -> KP - Non-financial	0,183	3,974
OK -> KP – Profit	0,237	3,735

Based on the table above, it can be concluded that the Orientation of Entrepreneurship towards performance-non-financial and Performance - Sales and Performance - Profit has a positive contribution of 0.768, 0.183 and 0.237, respectively. Executive Individualism does not contribute to Performance – Sales and Performance – Profit, but Performance – Sellers by 0.075. The Executive Variable Individualism moderated the positive relationship between Entrepreneurial Orientation and Performance – Profit by 0.048. This is evidenced by the statistical t-value greater than the cut-off value of 1.89. According to literature research, entrepreneurial orientation is widely recognized as the main determinant of company performance. However, findings from literature studies have found inconsistent results regarding the impact of entrepreneurial orientation on Company or organizational performance.

Several previous studies have linked every dimension of entrepreneurial orientation to business performance. Mason et al. found that each dimension of entrepreneurial orientation, which includes innovation, risk determination, initiative, and competitive energy, has a significant influence on the performance of Lombok woven fabric SMEs. In contrast, the dimensions of autonomy and aggressiveness do not have a significant influence on the performance of Lombok woven fabric SMEs [74]. The latest findings of Khan et al. stated that the dimensions of innovation, initiative, and aggressiveness did not have a significant effect on business performance. Still, risk determination had a significant effect [75]. Kowo and Akanmu, in their research, stated that entrepreneurial orientation does not have a direct and significant influence on business performance, but entrepreneurial orientation can be supported through organizational culture. Hence, Organizational culture can have the ability to influence the performance of SMEs and, therefore, increase competitiveness so that it does not match the research findings on Lombok woven fabric SMEs [76].

Some researchers corroborate the results of Adam et al.'s previous research. Entrepreneurial orientation positively strengthens the knowledge management process, which in turn has a positive effect on the Company's organizational performance (Adam et al., 2022). Positive relationships among entrepreneurial orientations directly as well as through mediators of entrepreneurial competence. However, the strongest direct relationship exists between risk-taking tendencies and firm performance (Khan et al., 2021).

3.2. The Influence of the Work Environment on the Performance of Lombok Woven Fabric SMEs

The variables in this study, namely social media variables (X1) and e-commerce (X2), are thought to affect the SME performance index (Y), which will be tested for data quality to see the validity and reliability of the indicators of each variable as shown in table 4 below:

Table 2. Social Media Validity Test

Variable	Statement Item	Calculate	Table	Ket
Media Social	<i>WhatsApp</i>	0,430	0,3210	Valid
	<i>WhatsApp</i>	0,464		Valid
	<i>Instagram</i>	0,213		Valid
	<i>Instagram</i>	-0,60		Invalid
	<i>Facebook</i>	0,558		Valid
	<i>Facebook</i>	0,479		Valid
	<i>Tiktok</i>	0,289		Valid
	<i>Tiktok</i>	0,390		Valid

Based on the table above shows that there are invalid statement items caused by Rcalculate being smaller than Rtablel. Thus, the statement indicator is issued so as not to damage the data.

Table 3. E-Commerce Validity Test

No	Variable	Statement Item	Calculate	Table	Ket
1		Shopee	0.687		Valid
2		Shopee	0.789		Valid
3	E-commerce	Loop	0.221	0,3210	Valid
4		Loop	0.354		Valid

According to the data table above, the Rcalculate value on the e-commerce statement item is greater than the Rtable, which is 0.3210. It can be concluded that the research questionnaire related to e-commerce is valid.

Table 4. Multicollinearity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig. Collinearity Statistics	
	b	Std. Error	Beta		Tolerance	VIF
Social Media	400	254	2331	065	623	1.894
E-commerce	176	234	232	613	457	1.756

The data above shows that social media variables, which include WhatsApp, Instagram, Facebook and TikTok, have a tolerant value of $0.623 > 0.10$ and a VIF value of $1.894 < 10$. E-commerce, which includes Shoppe and Lazada, has a tolerant value of $0.457 > 0.10$ and a VIF value of $1.756 < 10$ so that multicollinearity does not occur. If the working environment of Lombok woven fabric SMEs increases, then the performance of Lombok woven fabric SMEs increases. These results show that improving the performance of Lombok woven fabric SMEs can be achieved through the work environment of Lombok woven fabric SMEs. The findings in this study are that the work environment has a significant influence on the performance of Lombok woven fabric SMEs.

The average Small and Medium Business is already good. Analysis of the internal environment of the organization, including factors affecting the activities of the organization: its owners, managers and leadership, employees, material resources, and organizational culture, must determine the ability and potential of the organization to adapt and integrate into the components of the external environment [78]. In general, the characteristics and qualities of the internal environment of an organization allow the "exploitation" of opportunities offered by the external environment of the organization. The Company's ability to provide experience and knowledge to employees faces the environment. It has the potential to create a competitive advantage among its competitors, which will affect the achievement of better performance [79].

The work environment as a means needs to consider the comfort and safety of the workplace, create a comfortable work environment, and create a work environment that can support the smooth performance of employees. Work environment is a set of working environment conditions of the institution where employees work in the environment. The results of Zhenjing et al.'s research show that a positive work environment has the power to improve employee performance; a positive work environment also increases the level of employee commitment and achievement ability significantly. Both employee commitment and achievement ability also improve employee performance [80]. In the case of mediation, it has also been observed that the workplace environment triggers employee commitment and the ability to tie employee achievement, which further improves employee performance. The influence of entrepreneurial orientation and work environment on the performance of Lombok woven fabric SMEs.

Based on the descriptive statistics of this study, the average entrepreneurial orientation of Lombok woven fabric SMEs in this study tends to be higher. It has a significant impact on the performance of SMEs in the Lombok woven fabric industry. Therefore, the findings show that the competitive environment gives rise to various types of entrepreneurial orientations that emphasize efficiency but are inefficient for strategic decisions and implementation processes [81]. Meanwhile, SMEs of woven cloth Lombok, on average, tend to be less pressured to assess

their business environment (environmental mission) as environmentally friendly or environmental. The status quo of Lombok woven fabric SMEs remains predictable according to available resources, so if entrepreneurial orientation is managed as a strategy, then Lombok woven fabric SMEs can perform better. Therefore, the results of this study suggest that SMEs in this study believe that factors from outside (work environment) are more important than factors from within to achieve the expected business performance.

4. Conclusion

Based on the results of the study, entrepreneurial orientation has had a significant influence on the performance of woven fabric SMEs in Lombok in the last three years. The work environment has a significant influence on the performance of woven fabric SMEs in Lombok. The value of the path coefficient between the work environment and the performance of woven fabric SMEs in Lombok is positive, indicating that there is a one-way relationship or influence. In today's friendly business environment, entrepreneurial orientation influences performance, and future business environment conditions are not always predictable. It is necessary to anticipate some alternative problem-solving, so entrepreneurial orientation that theoretically affects performance must be formulated to achieve goals and implement strategies effectively. The work environment that tends further to improve the performance of woven fabric SMEs in Lombok always needs to be evaluated and improved, so further research is needed on the environmental impact on performance improvement based on the results of previous studies that the impact of entrepreneurial orientation is inconsistent on business performance such as using social media and E-commerce.

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