

# Entrepreneurial Competency as a Mediation Variable Between The Effect of Entrepreneurial Orientation and Learning Orientation on Performance

Alfato Yusnar Kharismasyah<sup>1</sup>, Yudhistira Pradhipta Aryoko<sup>2</sup>, Hardiyanto Wibowo<sup>3</sup>  
chipatoyusnar@gmail.com<sup>1</sup>, yudhistirapradhipta@ump.ac.id<sup>2</sup>, hardiyantowb2d@gmail.com<sup>3</sup>

<sup>1,2,3</sup>Universitas Muhammadiyah Purwokerto

**Abstract.** Globalization is one of the keywords to define the current world situation. Globalization has consequences for every organization to implement changes, both internal and external factors. This study aims to examine entrepreneurial orientation, Learning Orientation on performance, and the effect of entrepreneurial competency as a mediating variable on small entrepreneurs in the motorcycle exhaust manufacturing sector in Purbalingga. This research is descriptive and verification analysis. The method used is a survey method. While the sampling technique is a saturated sample with a total sample of 65 respondents. Data analysis in this study used PLS (Partial Least Square) analysis and found that Entrepreneurial Orientation, Learning Orientation had a significant influence on Entrepreneurial Competency which had an impact on OCB. The contribution of this research is to provide advice to entrepreneurs, especially small and medium enterprises, to always have the motivation to innovate in accordance with regional values and characteristics so as to create products that are worth selling in national and global markets.

**Keywords:** Entrepreneurial Orientation, Learning Orientation, Entrepreneurial Competency, Performance

## 1 Introduction

[11] a good organization is an organization that can see opportunities in situations of uncertainty. The expansion of small businesses is a problem with a broad scope and many aspects. The existence of internal influences such as owned capital, a collection of resources in a small and medium company environment which includes employees, supervisors, and small and medium business owners who usually act as managers who carry out operational activities oriented to self-development in learning. As well as external influences such as the government, financial institutions, and other parties. In his article, [27] also explains that business performance in small and medium enterprises is influenced by a number of variables, including: organizational characteristics, interpersonal and environmental characteristics, organizational development, and individual characteristics. [27].

According to the resource-based view (RBV), precious, rare, hard to replicate, and irreplaceable resources can be a source of superior performance and help businesses gain long-term competitive advantages. [5]. [18] stated that companies that want corporate entrepreneurship needs to be oriented in order to increase its success. [16] to value creation from a theoretical perspective, therefore, also the role of humans as drivers in business model performance. important to prioritize [20]. In addition, strengthening the characteristic values that characterize all employees in the company, especially MSMEs, is a top priority in improving business performance, this is because there is no management activity that can escape culture [14].

Purbalingga Regency, Central Java, Indonesia which has indeed become the hallmark of Purbalingga Regency in a home business that produces motorcycle and car exhaust, which are sold throughout Indonesia and some have even been exported abroad. The Covid-19 pandemic that occurred in 2020 has had many negative effects on the economy, especially the home industry center for exhaust production in Puralingga. There are quite a number of motorcycle and car exhaust business owners in Purbalingga who have gone bankrupt. This is due to limited access to distribution so that production is not sold optimally, and results in losses. In addition, there are internal factors from business owners where there is still a lack of innovation and motivation from business owners to innovate, both products and develop a wider market. This has caused several home industries to produce motorcycle and car exhaust in Purbalingga.

There have been a number of studies examining the relationship between these variables. Although several researchers have conducted research on the relationship between entrepreneurial orientation and learning orientation, there are also differences in the results obtained. As research conducted by [7], [28] resulted in entrepreneurial orientation not having a significant effect on business performance, especially small and medium enterprises. Differences in research are also found in learning orientation where research conducted by [7] results that learning orientation has no significant effect on innovation to improve performance. This is what attracted the attention of researchers to re-examine the link between entrepreneurial orientation and learning orientation on business results of small and medium-sized businesses.

The researcher also tries to provide an update by adding the entrepreneurial competency variable

which mediates the influence of the relationship between entrepreneurial orientation and Learning Orientation on the business performance of small and medium enterprises. Novelty is also found from the object of research where small and medium entrepreneurs, especially the home industry group sector which produces motorcycle and car exhaust production, especially in Purbalingga, Central Java, Indonesia.

From the explanation above, a problem statement can be made, namely:

1. Is there any entrepreneurial orientation and its effect on Business Performance for small and medium entrepreneurs producing car and motorcycle exhaust in Purbalingga?
2. Is there any influence between Learning Orientation on business performance of small and medium entrepreneurs producing car and motorcycle exhaust in Purbalingga?
3. Can Entrepreneurial Competency mediate the influence between entrepreneurial orientation and Learning Orientation on business performance of small and medium entrepreneurs producing car and motorcycle exhaust in Purbalingga?

This paper in the next section will discuss the literature review, research methods used, results and discussion, and finally will close with conclusions and business or management implications that can be drawn from this research.

## **2 Literature Review**

### **Business Performance**

The company's goal to continue to exist, earn profits, and be able to develop can be achieved if the company can maximize the existing resources in the company to be able to maximize good performance and capabilities. An organization conducts its operations in order to accomplish set goals. A collection of active participants is what propels our organization forward. If the performance of individuals in a company is positive, a positive organizational performance is anticipated as well. This definition says [2] consider a performance to be an activity (verb), not an occasion (noun), but is a behavior consisting of multiple components and not a result in an instant. It is thought of as a method to perform. As for another opinion expressed by [1] performance is the result of work that has a relationship with the strategic goals of the organization, customer satisfaction, and contributes to the economy.

Firm performance is a multi-faceted phenomenon that is challenging to define. Various literatures show that both quantitative and qualitative indicators have limitations and are recommended to be used interchangeably [27] mention the following elements as determining the success of corporate performance:

1. Individual qualities,
2. Organizational features,
3. Relationship and environmental aspects
4. Strategy design and learning
5. Organizational growth

Research in this study will use the dimensions proposed by [27] as a measurement of business performance. This is because most small and medium-sized industries, especially in Puralingga, do not have complete financial reports because some of the business management processes still use a simple method.

### **Entrepreneurial Orientation**

Previously, [26] made an analogy that the study of entrepreneurial orientation is a concept of entrepreneurial management, reflecting the processes, methods, and organizational styles of acting in an entrepreneurial manner. Therefore, [18] stated that companies that want corporate entrepreneurship needs to be entrepreneurially oriented if it is to be more successful. Entrepreneurial orientation is a company orientation that has the principle of identifying and exploiting opportunities [9].

[19] introduced the specific dimensions of entrepreneurial orientation over three dimensions. The first dimension is innovation, which is a willingness to introduce a style of renewal and something new (novelty) through a process of experimentation and creativity aimed at developing new products and services as well as new processes. Second, proactivity is a forward-looking characteristic that has foresight to look for opportunities in anticipating future demand. Finally, risk-taking is a firm's willingness to decide and act without a definite knowledge of the possible earnings and may speculate on personal, financial and business risks. When these dimensions will be the measurement in this study.

### **Learning Orientation**

Learning orientation is a new construct proposed by [24] based on a review of the Learning orientation literature. Learning orientation is conceptualized as values that influence the tendency to create and use knowledge [24]. In addition, learning orientation can be defined as the achievement of each member in the organization on different understandings, interpretations, and insights with respect to the organization or its environment [30].

There are three important values that shape learning orientation according to [24], namely commitment to learning (fundamental values espoused in learning through organizations), open to new thinking (learning-oriented organizations are open to gain new knowledge, always questioning what is learned and known and willing

to learn from past experiences.) and shared vision. This dimension will be a measurement of researchers in knowing the relationship between variables.

### **Entrepreneurial competency**

[17] in his article states entrepreneurial competence as the overall entrepreneurial attributes such as attitudes, beliefs, knowledge, skills, abilities, personality, expertise and behavioral tendencies needed to maintain and succeed in business. The same thing was stated by Bird, (1995) where entrepreneurial competencies are specific basic characteristics such as knowledge, traits, self-image, social roles, and skills that result in business creation, survival, and/or growth.

Stated that the competence of a leader in a company depends on the skills and abilities consisting of several aspects. These aspects include:

1. Technical skills, namely the skills needed to perform specific tasks.
2. Human relation skills, namely skills to understand, understand, communicate and relate to other people in the organization.
3. Conceptual skills, namely the personal ability to think abstractly, to analyze different situations, and see situations outside.
4. Decision making skills, namely skills to formulate problems and choose a better way of acting to solve and choose a better way of acting to solve the problem.
5. Time management skills, namely skills in using and managing time as productively as possible.

Basically a business is born from an idea, recognizing a business opportunity also arises from an idea. The important thing to know in maximizing the potential of an entrepreneur is to understand yourself. By recognizing your potential, thoughts will arise that can give birth to business ideas. All of this requires entrepreneurial knowledge, skills and attitudes or entrepreneurial competence. With entrepreneurial competence is expected to provide awareness of the emergence of entrepreneurial intentions and behavior. With entrepreneurial competence, it can be an advantage in generating interest and entrepreneurial behavior and can maximize business performance. Business performance in a company in general and competitive advantage are benchmarks for the level of success and development of small companies.

The entrepreneurial process has changed as a result of advancements in the field of strategic management, with managers now using entrepreneurial approaches, practices, and decision-making styles. [18]. Due to the fact that it represents how the organization behaves, entrepreneurial orientation is a trait at the corporate level. [19]. The relationship between entrepreneurial orientation has been studied quite a lot, such as research from [22], [23] which examines the influence of dimensions of entrepreneurial orientation both directly and indirectly and between countries, as well as research from [25], [10], and [15] which result that entrepreneurial orientation has a significant effect on business performance.

### **H<sub>1</sub> : Entrepreneurial Orientation Has Significant Influence on Business Performance**

Organizational learning provides individual, team and organizational learning opportunities through seven action orders. Organizations are seen as learning when organizations are trying to codify past events into routines that guide behavior, and organizational learning occurs through various perspectives, knowledge of mental models and is built on prior knowledge and experience.

There are studies that have studied the relationship between learning orientation and performance. Research conducted by [8] and [13] results that learning orientation can strengthen employees to be able to gain new things and apply the knowledge learned to improve company performance, research conducted by [4] results that learning orientation can maximize business performance in companies.

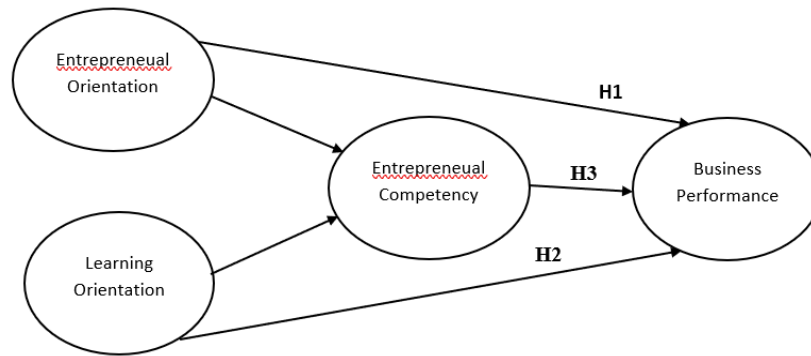
### **H<sub>2</sub> : Learning Orientation Has Significant Effect on Business Performance**

Business success or failure will be influenced by the skills and abilities (competencies) of the owner/manager. An in-depth analysis of entrepreneurial competencies sees the competencies possessed by entrepreneurs include 2 components: first, a component that is more rooted in the entrepreneur's background (traits namely, personality, attitudes, self-image, and social roles) and second, components that can be obtained on the spot. work or through theoretical or practical learning (ie skills, knowledge, and experience).

The relationship between entrepreneurial competence and the variables contained in this study can be seen from the research conducted by [21] which results that entrepreneurial competency has a significant effect on performance and [12] results that entrepreneurial competency can mediate behavior employees in banking with their performance. In addition, research conducted by [6] revealed that in order to maximize learning about the concept of performance on resources in the company, appropriate competencies were needed.

### **H<sub>3</sub> : Entrepreneurial Competency mediates the influence of Entrepreneurial Orientation and Learning Orientation on Business Performance**

Based on the hypothesis described above, the research model that will be further tested in this study is as shown in the following figure:



**Figure 1. Schematic of the Research Thinking Framework**

### 3 Research Method

This research is included in survey research with primary data by distributing questionnaires. Data distribution is carried out to determine the response of respondents to the variables of entrepreneurial orientation, learning orientation, entrepreneurial competency and business performance.

#### Population and Sample

The population of this research is small and medium business actors in the industrial sector in charge of the production of car and motorcycle exhaust in Purbalingga. The sample of this research is the small and medium entrepreneurs of the car and motorcycle exhaust production industry in Purbalingga who are registered as fostered by the Cooperatives and UMKM Office of Purbalingga Regency in 2021, totaling 65 respondents.

#### Variable Measurement

Business performance is measured by indicators developed by [27] (Individual characteristics, Organizational characteristics, Relationship and environmental characteristics, Strategy development and planning, Organizational development) which consist of five statements

Entrepreneurial Orientation is measured based on indicators developed by [19] consisting of innovation, proactiveness, and risk taking. Which was developed into five statement. Learning orientation is measured based on indicators developed by [24] which consist of a commitment to learning, being open to new thoughts, and a shared vision. The author developed five statements that were distributed to research respondents.

Entrepreneurial Competency is measured based on indicators developed consisting of Technical skills, Human relation skills, Conceptual skills, Decision making skills, Time management skills projected in five statements.

#### Analysis Method

##### Partial Least Square Analysis

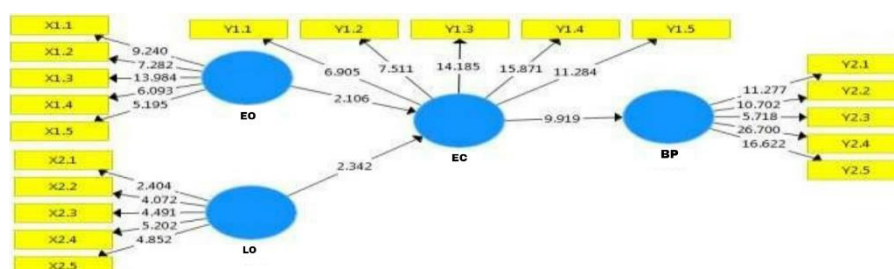
Data analysis used in this study is the Partial Least Square (PLS) approach through the help of Smart-PLS software. PLS is a structural equation model using a component- or variance-based approach (SEM). PLS is a different strategy that switches from a covariance-based SEM strategy to a variance-based strategy. While PLS is more of a predictive model, covariance-based SEM typically tests causality or theory.

### 4 Result and Discussion

#### Partial Least Square Analysis

##### Convergent Validity Test

In the convergent validity test, indicators that have a correlation value of less than 0.500 must be removed from the model because they are considered unreliable and insignificant. After that, the model will be re-estimated. The results obtained from this study are all indicators on the variables have a correlation value of more than 0.500 so that it can be used as a measuring tool.



**Figure 1. Results of Full SEM Model Analysis**

**Discriminant Validity Test**

Discriminant validity can be known by comparing the value of the square root of average variance extracted for each variable with the correlation coefficient value of other variables. The model is assumed to have sufficient discriminant validity, if the value of the square root of average variance extracted is greater than the value of the correlation coefficient between variables.

**Table 1. Discriminant Validity**

	<b>EO</b>	<b>LO</b>	<b>EC</b>	<b>BP</b>	<b>Average variance extracted (AVE)</b>	<b>Square Root of Average Variance Extracted</b>
<b>EO</b>	1.000				0.574	0.758
<b>LO</b>	0.472	1.000			0.549	0.757
<b>EC</b>	0.361	0.421	1.000		0.609	0.741
<b>BP</b>	0.237	0.462	0.651	1.000	0.574	0.780

Based on the data in Table 1, it can be seen that the value of the square root of average variance extracted from all these variables is each greater than the value of the correlation coefficient between variables. Thus, it can be stated that the Entrepreneurial Orientation variable has met discriminant validity.

**Composite Reliability Test**

The dependability of the research variables was examined using the composite reliability test. Table 2 displays the outcomes of the composite reliability test.

**Table 2. Composite Reliability test**

	<b>Composite Reliability</b>
<b>EO</b>	0.871
<b>LC</b>	0.869
<b>EC</b>	0.858
<b>BP</b>	0.885

If the composite reliability value is higher than 0.700, the composite reliability test is considered to be dependable. Based on the data in Table 2, it can be seen that the composite reliability value for each variable is greater than 0.700. Thus, the variables of Entrepreneurial Orientation, Learning Orientation, Entrepreneurial Competency, and business performance are declared reliable.

**Structural Model Analysis**

By assessing the outcomes of the calculated path coefficient parameters and their level of significance, structural model analysis is carried out. Table 3 displays the outcomes of the path coefficient significance test for each variable.

**Table 3. Parameter Coefficients and Statistical Values Between Variables**

		<b>original sample estimate</b>	<b>Mean of subsamples</b>	<b>Standard deviation</b>	<b>T-Statistic</b>
<b>EO</b>	-> <b>EC</b>	0.209	0.222	0.099	2.106
<b>LO</b>	-> <b>EC</b>	0.322	0.352	0.138	2.342

EC	-> BP	0.651	0.658	0.066	9.919
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### Hypotesis Test

By using a 95% confidence level ( $\alpha = 0.05$ ) and a degree of freedom ( $n - k$ ) the t table value is  $\pm 2.001$ .

#### First Hypothesis Testing

From the results of the Partial Least Square analysis, it is obtained that the t value of the Entrepreneurial Orientation variable to Entrepreneurial Competency is 2.106, which is greater than the t table value. Thus,  $H_0$  is rejected and  $H_a$  is accepted, which means that partially the Entrepreneurial Orientation variable has a significant effect on Entrepreneurial Competency. Furthermore, the initial concept states that Entrepreneurial Orientation has a major effect on Entrepreneurial Competency, is accepted. The results of the structural test resulted in a loading factor of 0.209. This figure shows that 20.9% of the Entrepreneurial Orientation factor is significant for Entrepreneurial Competency, while 79.1% is determined by other factors.

#### Second Hypothesis Testing

Based on the results of the Partial Least Square analysis, the t value for the Learning Orientation variable on Entrepreneurial Competency is 2,342, which is greater than the t table value. Thus,  $H_0$  is rejected and  $H_a$  is accepted, which means that partially the Learning Orientation variable has a significant effect on Entrepreneurial Competency and the second hypothesis which states that Learning Orientation has a significant effect on Entrepreneurial Competency, is accepted. The results of the structural test resulted in a loading factor of 0.322. This figure shows that 32.2% of the Learning Orientation factor is significant for affective commitment, while 67.8% is determined by other factors.

#### Third Hypothesis Testing

Based on the results of the Partial Least Square analysis, the t value for the influence of the entrepreneurial competency variable on business performance is 9.919, which is greater than the t table value. Thus,  $H_0$  is rejected and  $H_a$  is accepted, which means that partially the Entrepreneurial Competency variable has a significant influence on organizational citizenship behavior and the third hypothesis which states that Entrepreneurial Competency is a mediating variable between the influence of entrepreneurial orientation and learning orientation on business performance is accepted.

## 5 Conclusion

### Conclusion

Entrepreneurial Orientation has a significant influence on Entrepreneurial Competency in small and medium enterprises producing motorcycle and car exhaust in Purbalingga. This shows that the better business actors apply the principles contained in entrepreneurial orientation such as how entrepreneurs can innovate and develop their business markets, be proactive in seeking business relationships and be aware of competition, and willing to take risks in their business development efforts, employees will feel competent in good entrepreneurship. The results of this study are consistent with the results of research conducted by [8], [13], and [4] which prove a significant causal relationship between Entrepreneurial Orientation and Entrepreneurial Competency.

Learning orientation has a significant influence on entrepreneurial competence in small and medium-sized businesses producing motorcycle and car exhaust in Purbalingga. This shows that the better entrepreneurs apply optimal learning, are committed to learning, have an open attitude to new thinking such as new ideas, new strategies both through individual learning and looking at the market, always question what is learned and known and are willing to learn from past experiences, and have a shared vision, then entrepreneurs will be more competent in their entrepreneurship. The results of this study are also consistent with the research results of [21], and [6] which result that learning orientation has a significant effect on business performance.

Entrepreneurial competency can be a mediating variable in the relationship between the influence of entrepreneurial orientation and learning orientation on business performance in small and medium-sized businesses producing motorcycle and car exhaust in Purbalingga. This shows that if business actors have good competence in entrepreneurship related to technical abilities, relationships with relationships, decision making and can manage time, they will be able to improve business performance in their companies.

### Limitation For Future Reseachr

Like any research, this study has limitations. First, this research is limited to a sample that is only in the small and medium industrial sector, especially production in the district, further research can develop into other production sectors with a wider scope, these two studies use PLS data analysis with Smart-PLS

analysis tools, further research can develop to more up-to-date and modern analytical tools.

### Implication

As an effort to improve business performance, especially in small and medium enterprises, business actors should pay attention to factors related to how they are oriented as entrepreneurs such as always looking at the market with an open mind, always innovating both products, marketing strategies, and human resource development. In the company, conduct optimal learning related to environmental conditions, and have the competence to develop their business to be better than before.

This study suggests further research to be able to explore entrepreneurial orientation and learning orientation by adding other variables that are in accordance with entrepreneurial competencies such as technology orientation, as well as developing research objects not only in businesses in the production sector.

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