

Research Article

Entrepreneurial Orientation and Entrepreneurial Leadership Influence on Performance Through Individual Competence

Harjono¹, Boge Triatmanto^{2*}, and Bambang Supriadi²¹Student at Post Graduate, University of Merdeka Malang, Malang, Indonesia²Post Graduate, University of Merdeka Malang, Malang, Indonesia**ORCID**Boge Triatmanto: <https://orcid.org/0000-0001-5525-9464>**Abstract.**

With the use of business competency, this study attempts to investigate how entrepreneurial leadership and orientation affect performance in SMEs located in Surakarta, Indonesia. With 150 respondents from SMEs in Surakarta, Central Java, the author gathered data for this study using causal explanation technique. In order to gather quantitative data, questionnaires, and structured interviews were used. SEM Amos data analysis techniques were then used to look at both direct and indirect influences between the variables that were observed. Based on the research, it can be concluded that work competency has a positive and significant impact on performance, entrepreneurial orientation and leadership have a positive and significant effect on competence, and entrepreneurial orientation and leadership have a positive and significant effect on performance through competence. In order to improve business performance and promote entrepreneurial orientation, this study advises underlying organizations to focus on enhancing creativity and innovation, proactiveness, autonomy, and entrepreneurial competence among entrepreneurs through practical policies and training programs. This research's uniqueness has theoretical and practical ramifications. The findings offer a paradigm for entrepreneurial leadership in developing nations that is grounded in empirical skills.

Keywords: entrepreneurial orientation, entrepreneurial leadership, competence

1. Introduction

Small and medium-sized enterprises (SMEs) are crucial to the nation's economic development, both in developing countries like Indonesia and developed countries. The capabilities of SMEs need to be empowered and developed continuously by trying to reduce the obstacles they experience, so that they are able to make a better contribution to improving community welfare [1]. For informal sector actors, as entrepreneurs it is not enough just to have courage and dynamic creativity in understanding needs, but they need to obtain protection in wisdom. An entrepreneur is the owner of personal qualities that stand out as seen in the quality of being able to survive in difficult conditions.

Corresponding Author: Boge Triatmanto; email: boge.triatmanto@unmer.ac.id

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Motivation and underlying behavior [2]. The entrepreneurial spirit cannot stand alone, but the entrepreneurial spirit is related to the overall economic system. In order for entrepreneurial activity to develop, it must require a supporting environment in the form of business facilities for continuous guidance and development by reducing the obstacles experienced by SMEs, so that they are able to contribute to society [3,4]. Business units that absorb a lot of labor come from SMEs [5].

It is hard to argue against the benefits that entrepreneurial skills may provide to companies or organizations lacking in funding and technology assistance [2,6]. The capacity to finish tasks using resources that enhance corporate performance is regarded as this skill [7]. Successful small- and startup-business operations require a set of entrepreneurial abilities [8]. Tasks that are difficult can be completed effectively by someone with individual competency [9]. It is vital for entrepreneurs to enhance their skills and get exceptional business outcomes. The skills that entrepreneurs possess are supposed to support business performance and economic expansion [10,11].

A paradigm that arose from the fields of business and leadership is known as entrepreneurial leadership. Despite the fact that the domains of leadership and entrepreneurship have amassed a substantial amount of study over the years, the ideas have independently come to an agreement. Finding other entrepreneurial skills that might forecast company success is also crucial [2]. Unquestionably, one of the key elements in integrating, developing, and reconfiguring internal and external competences to deal with the quickly evolving corporate environment is an entrepreneurial attitude [12]. It has been observed that this component typically improves performance [13]. Furthermore, the primary factor influencing corporate innovation and growth is an entrepreneurial mindset. This makes it feasible for upper management to sketch out a potential strategy for gaining a competitive edge. Additionally, entrepreneurial attitude can mediate the link between knowledge-based resources and firm performance and aid in the exploration of creative capacities inside firms [14].

Taking risks and being creative are often cited as prerequisites for an entrepreneurial mindset. They are not entirely autonomous or proactive, though. This points to the first hole that has to be filled by this research. Further study is required to examine the fundamental ideas, antecedents, and correlations of entrepreneurial competences with entrepreneurial performance and success, even if they have the ability to predict corporate success and economic growth [2,15,16]. Our illustrates the second important gap that our research aims to fill. The research questions are: What is the influence of entrepreneurial orientation and leadership on competence? What is the influence

of competence on performance? How do entrepreneurial orientation and leadership influence performance through competence? Based on the problem findings regarding the phenomenon, these are the research questions. The objective of this study is to examine the impact of competence on performance in greater detail, as well as the effects of entrepreneurial leadership and direction on performance via competence.

2. Literature Review

This study investigates the impact of entrepreneurial leadership and entrepreneurial orientation on performance via competency, utilizing the principle of applying the resource-based view (RBV). Barney states that the RBV has four requirements—valuable, uncommon, unique, and non-substitutable—for long-term gains from resources [7,17]. Both tangible and intangible resources are available; intangible resources are defined by the RBV as traits of human capital, such competency [17]. A corporation may need to rely on a distinct collection of internal resources that are derived from a combination of traits, competencies, and talents.

Because of the uncertainty in their participation, each person has a distinct entrepreneurial perspective and ability that is challenging for competitors to copy. Entrepreneurial attitude and competence are special managerial abilities that can be viewed as resources for reaching exceptional corporate performance when applying RBV in the context of microenterprises [18]. RBV must be used to support the complicated link that exists between the many aspects of entrepreneurial orientation, entrepreneurial competence, and company performance [19].

Characteristics of an entrepreneurial mindset. The procedures, methods, and choices that result in new company endeavors are referred to as having an entrepreneurial orientation [20,21]. A range of actions, such as a readiness to take chances, inventiveness, proactivity, independence, and competitive aggression, are signs of an entrepreneurial mindset [15,20]. There is no denying that entrepreneurs with five dimensions naturally possess an entrepreneurial orientation [21,22]. Researchers frequently identify the traits of risk-taking, inventiveness, and proactiveness. According to this study, four characteristics of an entrepreneurial orientation—creativity and invention, risk-taking tendency, proactiveness, and autonomy—are linked to both entrepreneurial ability and business performance [21]. Furthermore, it is feasible to incorporate other elements within the expansive framework of entrepreneurial orientation.

Important insights into how people and organizations behave and perform in challenging situations may be gained from leadership and entrepreneurship [23–25]. Consequently, throughout the years, a great deal of study has emerged in these areas. Even with this concentrated emphasis, the ideas of leadership and entrepreneurship are still generally unclear. There are several conceptual and historical similarities and overlaps between the two realms, despite the fact that they are frequently treated separately. The term “entrepreneurial leadership” refers to the new paradigm that has emerged as a result of this confluence [26]. The idea of entrepreneurial leadership has been studied in relation to these new paradigms [27]. Nonetheless, a number of specialists have examined the idea from an economic angle [28]. By portraying entrepreneurial environments, this analysis of entrepreneurial leadership will offer an insightful contextual viewpoint.

Creativity, originality, and aptitude for entrepreneurship The imaginative capacity to come up with solutions for issues and obstacles in uncharted territory is referred to as creativity. An organization’s attempts to discover novel possibilities and creative, experimental solutions are referred to as innovation. Moreover, developing fresh goods and services and enhancing their technical features. Competency, on the other hand, describes the process of examining personal characteristics that result in job completion or organizational performance [29,30]. Drawing from theoretical frameworks and prior research findings, the research hypothesis:

H1: Competency is positively and significantly impacted by entrepreneurial leadership and entrepreneurial orientation.

H2: Performance is positively and significantly impacted by entrepreneurial leadership and entrepreneurial orientation.

H3: Performance is positively and significantly impacted by work competency.

H4: Through competence, entrepreneurial leadership and orientation significantly and favorably impact performance.

3. Research Methods

This study falls within the genre of quantitatively-based causal associative research. The study’s participants comprise 532 small and medium-sized company owners in Surakarta. Meanwhile, the sampling technique in this research uses the Slovin formula.

Based on the calculation results using the Slovin method above, the number of samples analyzed was 189 respondents, with a margin of error set at 5% or 0.05.

This research analysis uses SEM to determine simultaneously the influence between variables. Apart from that, based on the research objective which is to analyze both directly and indirectly the variables studied using the competency mediating variable.

The SEM analysis model will be used to evaluate the causal link between the variables Career Adaptability and Motivation on Job Satisfaction. Thus, SEM analysis techniques using the AMOS (Analysis of Moment) application package and descriptive analysis approaches to characterize the research variables were employed to examine the data in this study. Structure) Research can validate the correctness of the model and assess the impact of one variable on other variables by using SEM to verify the validity and reliability of research instruments.

4. Results

The primary research question, which is the impact of entrepreneurial orientation and leadership on business performance through competence, is attempted to be addressed in this perception-based study by examining the respondents' perceptions of entrepreneurial orientation, entrepreneurial leadership, competence, and business performance. The respondents in this research were SME business actors. The research results are explained sequentially according to the order of the research objectives, as follows (table 1):

The gender distribution of the study's respondents was 113 (62%), with 70 (38%), males, and females. The study's total number of respondents revealed that 31 (17%) were between the ages of 20 and 30; 79 (43%), between the ages of 31 and 40; and 73 (40%) were between the ages of 41 and 50. According to the number of respondents in this survey, 137 (75% of the respondents) were married, and 46 (25%) were single.

There were 7 (4%), 97 (53%), and 79 (43%), of the study's respondents had a high school education, a diploma (D1/D2/D3), or a bachelor's degree (S1/S2/S3). There were 112 (61%) contract business players and 71 (39%) permanent business actors among the study's respondents. The study's sample size reveals that 61 respondents (33%) had incomes of less than Rp 1,600,000. Others had incomes of IDR 1,600,000 – IDR 3,000,000 (20%), IDR 3,000,001 – IDR 6,000,000 (39%), and IDR 6,000,000 < by 14 respondents (8%).

TABLE 1: Social demographic characteristics of respondents (n=183).

Description	Frekuensi (%)
Gender	
Man	70 (38%)
Woman	113 (62%)
Age	
20 – 30	31 (17%)
31 – 40	79 (43%)
41 – 50 <	73 (40%)
Marital Status	
Married	137 (75%)
Single	46 (25%)
Education	
SHS	7 (4%)
Diploma (D1/D2/D3)	97 (53%)
Undergraduate (S1/S2/S3)	79 (43%)
Employment Status	
Permanent business actors	71 (39%)
Contract business actors	112 (61%)

Validity and dependability of data Confirmatory factor analysis was used to assess the validity of the data exploration instruments, and the findings are shown in the above table. All questionnaire questions appear to have a considerable degree of validity based on the validity test findings; this is demonstrated by the Kaiser-Meyer-Olkin (KMO) value for all variables having a probability value of 0.000. In addition, all of the variables in the instrument reliability test had high values with Cronbach's Alpha values more than 0.70.

SEM Analysis Results. In this study, structural equation modeling (SEM) was employed to do inferential analysis. Research models and hypotheses are supposed to be tested by SEM testing. The SEM technique is used to either directly analyze the causal relationship between entrepreneurial orientation and entrepreneurial leadership and business performance, or indirectly analyze the relationship between entrepreneurial orientation and leadership and business performance through the mediator variable Competence. Through the mediator variable Competence, this model simultaneously examines the factor loading and regression weight of entrepreneurial leadership and entrepreneurial orientation on company success.

Structural Model Analysis, Factor loadings for each indicator are more than 0.50. Positive connections exist between all of the constructs. The model may be considered marginal based on the Chi-square value of 176.038 obtained from the model feasibility index evaluation. The GFI achieved a value of 0.8.

Table 2 provides further details on each model. A score of 59 indicates that the model is marginal, a score of 0.917 indicates that the model is good, a score of 0.783 indicates that the model is marginal, and a score of 0.918 indicates that the model is good.

TABLE 2: Evaluation of structural model suitability index criteria.

Criteria	Result	Critical Review	Model Evaluation
Probabilation	0,000	$\geq 0,05$	Marginal
Degree of freedom	59	-	-
GFI	0,859	$\geq 0,90$	Marginal
<i>Parsimony fit</i>			
AGFI	0,783	$\geq 0,90$	Good
<i>Incremental fit</i>			
CFI	0,917	$\geq 0,90$	Good
IFI	0,918	$\geq 0,90$	Good

The model appropriateness indices, or goodness of fit, were derived from the analysis's findings and are shown in Table 2. With the exception of probability and AGFI, which were still marginal, all of the critical values (cut-off values) of each index were acceptable between the outcomes of the AMOS computation and the critical values [31]. This structural model can be accepted because there are still two additional model fit measurement results that are still valid. If one or both of the Goodness of Fit criteria are satisfied with the suggested cut off value, the model is considered excellent. Therefore, structural equation models are developed utilizing empirical research data and are recognized as analytical tools for identifying causal connections between variables, based on the recommendations of. Thus, the results of the index criteria evaluation show that the variance-covariance matrix of the empirical data is the same as the proposed model according to the absolute fit components, so that this structural model is acceptable.

Regarding the model's viability in the parsimonious fit part concerning the AGFI components. The AGFI value is equivalent to the GFI in meaning, but it has been modified to account for the impact of a model's degrees of freedom. The AGFI in this analysis is 0.783, although the desired value is at least 0.90. Due to its value falling outside of the range of 0.80-0.90, the AGFI value is considered minor. in order for the marginal model to suit the parsimonious component.

CFI and IFI values make up the model feasibility index in the incremental fit part. The IFI computation yields a result of 0.918, when the acceptable value is at least

0.90. The results of calculating the CFI value and the IFI value met expectations since the feasibility index using the Comparative Fit Index (CFI) achieved 0.917 while the recommended feasibility value was at least 0.90. As a result, this structural model's incremental fit component is acceptable.

This structural model is deemed acceptable based on the analytical findings obtained from examining the three aspects of model feasibility. Table 17 presents an overview of the analysis's findings along with suggested parameters for gauging the viability of the model. All of the conditions for model feasibility have been met by the model feasibility test findings in the feasibility evaluation. The model will be approved for use in hypothesis testing and interpretation. Using 19 indicators, the measurement model is tested in relation to four latent variables: competence, entrepreneurial orientation, entrepreneurial leadership, and business performance.

5. Discussion

An explanation of MSMEs' business success, entrepreneurial leadership, competence, and entrepreneurial attitude. An individual with an entrepreneurial mentality is able to provide incentives to subordinates who meet standards, provide guidance to them when they don't, and inspire creativity in them [32]. The high level of Entrepreneurial Orientation is aimed at improving the quality of competence and achieving business performance by making business actors creative, providing rewards and providing direction [32,33]. The dominant manifestation in the implementation of improving entrepreneurial orientation is the ability to make business actors creative through the process of rewarding and providing direction, entrepreneurial orientation which is formed by the ability to make business actors creative, the ability to give awards, and the ability to provide direction in accordance with opinions [34,35].

Competency's impact on SMEs' business performance. This study was successful in demonstrating that competence has a favorable correlation with company performance and can enhance performance in SMEs. As a result, company performance will be further strengthened by the capacity to serve patients with assurance, happiness, calmness, alertness, and enthusiasm. This will encourage increases in the standard of administration, amount of BOR, and productivity of SME development [8,36].

The influence of competency on the performance of SME businesses has supported the results of research from [8], [29] which states that self-confidence, emotional stability,

and enthusiasm in the workplace can improve business performance, considering the fact that in an organization people from different social and professional backgrounds come together to work for a common goal [37].

6. Conclusion

Considering the impact of entrepreneurial orientation and entrepreneurial leadership, based on the conversation analysis and their implications for Competency, this study was conducted on the performance of SME businesses, the following conclusions can be drawn.

Entrepreneurial Orientation is the capacity of an individual to provide incentives to subordinates who meet the standards and instructions to foster creativity in subordinates. Entrepreneurial Leadership is a job feature in the form of supportiveness, positivity and empathy. Achieving commercial performance and raising the caliber of competence are two benefits of entrepreneurial leadership. Being competent means having a self-assured approach to fulfilling the needs of others. competence, namely passion, emotional stability, and self-assurance. Business Performance is the outcome that an individual achieves in line with the quality and quantity requirements that apply to the worker in question in accordance with the assigned tasks.

Entrepreneurial Leadership can create business service behavior in SMEs, meaning that the business's ability to communicate with effectiveness, openness, supportiveness, positivity and empathy can strengthen service behavior, but Entrepreneurial Orientation cannot improve the service behavior of SMEs, because business capabilities such as effective, rewards and direction are less effective in improving service behavior in SMEs.

Entrepreneurial Orientation can improve business performance in SMEs. This means that the Entrepreneurial Orientation style can strengthen business performance, especially in the aspects of administrative quality, BOR quantity, and productivity of SME development. Meanwhile, Entrepreneurial Leadership cannot improve business performance because it still requires Competency factors as mediation.

Competence can improve the performance of SME businesses. This means that the ability to be confident, happy in serving patients, calm, alert, and enthusiastic in serving patients can strengthen the performance value of SME businesses.

This research has succeeded in proving that entrepreneurial leadership can increase performance more optimally if it is supported by competence, meaning that

entrepreneurial leadership can increase business performance to a higher level if it is supported by good service behavior factors, meaning that this form of communication in respecting other people's opinions will have an impact on understanding in administrative matters if it is supported by a business that enjoys serving patients. However, this research cannot prove that entrepreneurial orientation mediated by competence can improve business performance, meaning that competence cannot yet be a supporting factor between entrepreneurial orientation and business performance.

7. Suggestion

As material for developing knowledge such as: level of intelligence, emotional level, and personal experience, especially for SMEs. Contribute to organizational behavior theory regarding the importance of SME service factors. The results of this research can be used for SME management to improve the competence and performance of SMEs. The results of this research can be used by SMEs as policy material in improving business performance through business behavior. As a contribution to thinking for further research, especially research on the factors that influence the competence of SME business actors. The limitations of this research occur because the research respondents were taken from companies operating in the food industry, so they were not able to generalize the research from other service sectors.

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