

Uncertain Supply Chain Management

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The influence of organizational culture, owner characteristics, government intervention, on entrepreneurial orientation and its implications for business performance in MSMEs in the culinary field

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ABSTRACT

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The aim of this research is to analyze the influence of organizational culture, owner characteristics, government intervention on entrepreneurial orientation and its implications for business performance among MSME actors in the culinary sector in Bogor City, West Java Province, Indonesia. The sample in this study was 196 respondents consisting of MSMEs operating in the food sector that had been running for at least 6 months. Sampling technique using random sampling. Data collected through questionnaires was then analyzed using SEM-PLS. Research findings based on data analysis that have been carried out show that Organizational Culture has a positive and significant influence on the Entrepreneurial Orientation of MSME Actors in the Culinary Sector in the City of Bogor; Owner Characteristics have a positive and significant influence on the Entrepreneurial Orientation of MSME Actors in the Culinary Sector in the City of Bogor; Government intervention has a positive and significant effect on the Entrepreneurial Orientation of MSMEs in the Culinary Sector in the City of Bogor; Organizational culture has a positive and significant effect on business performance among MSME actors in the culinary sector in the city of Bogor; Owner characteristics have a positive and significant influence on business performance among MSME actors in the culinary sector in the city of Bogor; Government intervention has a positive and significant effect on business performance among MSME actors in the culinary sector in the city of Bogor; Entrepreneurial Orientation has a positive and significant effect on Business Performance among MSMEs in the Culinary Sector in the City of Bogor; Organizational Culture has a positive and significant effect on Business Performance through entrepreneurial orientation for MSMEs in the Culinary Sector in Bogor City; Owner characteristics have a positive and significant influence on business performance through entrepreneurial orientation for MSME actors in the culinary sector in the city of Bogor; Government intervention has a positive and significant effect on business performance through entrepreneurial orientation for MSME actors in the culinary sector in Bogor City, West Java Province, Indonesia.

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1. Introduction

Empowering MSMEs in Indonesia is the implementation of economic democracy (Permadi et al., 2019). Paragraph 4 emphasizes that economic democracy will build the national economy and incorporate principles such as togetherness, independence, efficiency, justice, sustainability and environmental insight (Soegoto, 2019). This will also ensure that national economic progress and unity remain balanced. One of the cities in West Java province that has many MSME players, with 15,638 MSMEs registered with the Cooperative and MSME Service in 2019. As the vision and mission of the City of Bogor is to create a healthy, intelligent and prosperous city, the development of MSMEs is of course inseparable from factors driving and inhibiting. With integrated and planned efforts, MSME actors with various limitations must be facilitated, mobilized and motivated to grow their entrepreneurial instincts (Afriyani, 2019). The following table shows the number of MSMEs in Bogor City, especially in the culinary industry:

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Table 1

Data on MSME Actors in the Culinary Sector in Bogor City for 2020-2021

No	Regional Name	Number of MSME Players 2020	Number of MSME Players 2021
1	Central Bogor	344	670
2	West Bogor	100	906
3	East Bogor	628	495
4	North Bogor	765	473
5	South Bogor	450	642
6	Land of Sareal	742	350
TOTAL		3,029 Units	3536 Units

Source: Secondary, Bogor City Cooperatives and UMKM Service, processed 2021.

MSMEs in Bogor City require high levels of innovation, creativity and hard work to maintain their businesses (Susilowati, 2021). Therefore, the Bogor City Cooperatives Service is trying to provide as much training as possible to MSME players.

Table 2

Types of MSMEs supported by the Bogor City KUKM Service

No	Types of MSMEs	Amount	Percentage
1	Internet Technology	18	1%
2	Food and Household Needs	1668	47%
3	Industry, Fashion	109	3%
4	Automotive, Transportation	32	1%
5	Food, Drinks, and Culinary/PKL	1183	33%
6	Education	2	0.1%
7	Craft	149	4%
8	Etc	377	11%
Total		3536	100%

Source: Secondary, Bogor City Cooperatives and UMKM Service, processed 2021

The types of MSMEs in the City of Bogor according to the percentage of business actors such as food, drinks and culinary, when combined, the number is 1183 or a percentage of 33% which are under the guidance of the Bogor City Cooperatives and MSMEs Service, and Bogor City is one of the largest city centers with the number of souvenirs when immigrants visit for tourism (Indupurnahayu et al., 2022). Training is expected to improve the performance of MSMEs. Many people now run MSME businesses in the culinary sector because it is easy and requires little capital (Amini et al., 2021). The performance of small and medium enterprises (MSMEs) is defined as the result of an individual's work to achieve predetermined goals by relating the values or standards to which they work (Suci, 2019). The successful performance of MSMEs will make MSMEs an important part of the economy of Bogor City. According to Syiraf & Hidayat (2022), the low quality of human resources will have an impact on the performance of MSMEs because human resources are the main component in increasing the level of competitiveness of companies and helping them adapt to rapid changes in the business environment (Halim, 2020). Several MSME businesses experienced a decline in sales, which resulted in a decrease in income and even an unstable decrease in the number of customers (Amini et al., 2021; Mashadi & Suardy, 2020). Another factor that influences MSME performance is entrepreneurial characteristics (Hakim et al., 2022), which relates to a person's characteristics, behavior and actions to create innovative things in the business world and also how a person acts in their daily life as an entrepreneur (Pulungan et al., 2019). This problem can hamper the growth and innovation of MSMEs (Zuhdi et al., 2023). Many MSMEs do not have adequate management capabilities, such as planning, controlling and organizing. This lack of skills can affect the operational efficiency and competitiveness of MSMEs (Rainanto & Fathiah, 2020). Many MSMEs in the city of Bogor still use traditional technology or have not implemented sophisticated technological innovations (Mashadi & Suardy, 2020). Organizational culture which is supported by factors such as the values of innovation, risk and hard work can influence the motivation and entrepreneurial attitudes of MSMEs (Viola Jeptanui Koskey, 2023). When viewed from the MSME Sustainability Index it appears as follows.

Table 3

MSME Sustainability Index

Types of MSMEs	2019	2020	2021
Food	0.98	0.32	0.33
Drink	0.97	0.31	0.31
Clothes	0.94	0.28	0.27
Service	0.98	0.32	0.33
Manufacture	0.99	0.31	0.31
Average	0.97	0.31	0.31

Source: Department of Industry, Trade and Cooperatives, , Bogor City 2019-2021

In 2020, the MSME sustainability index in Bogor city the average reached 0.97, meaning that 97% of MSMEs in Bogor city in 2019 they could survive, meanwhile, in 2020 the average was only 0.31 or 31%, meaning that the average MSMEs that could survive was 31%, and in 2021 it was also only 31%. Judging from the level of target achievement, it is still very minimal.

Table 4
Target Achievement Level

Target	2019	2020	2021
Exceeding the target	40%	10%	10.50%
Same with targets	40%	18%	18.50%
below target	20%	7%	71%
Total	100%	100%	100%

Source: Department of Industry, Trade and Cooperatives, Bogor City 2019-2021

The number of MSMEs that were unable to achieve the target in 2019 was only 20%, but in 2020 it rose to 72% and in 2021 it fell again to 71%. If we look at the contribution of MSMEs to GDP, it appears as follows.

Table 5
Contribution of MSMEs to regional gross domestic product (GDP). Bogor city 2019-2021

Description	2019	2020	2021
Target	64%	61.07%	62.36%
Realization	60.3%	37.30%	15.12%

Source: Department of Industry, Trade and Cooperatives, Bogor City, 2019-2021

The contribution of MSMEs to the gross domestic product (GDP) of the Bogor City region for 2019-2021 over the past three years has experienced a very significant decline, in 2019 it was able to reach 60.3% of the APBD, in 2020 it only contributed 37.3%, and in 2021 will only be able to contribute 15.12%. So, it is necessary to carry out research on strategies that can be implemented to improve the performance of MSMEs, especially in the era of the Covid-19 pandemic.

In previous research, there were inconsistencies in the existing results. First, the influence of organizational culture on business performance also obtained significant results (Fikri et al., 2022; Nilasari et al., 2023; Pinzaru et al., 2022; Viola Jeptanui Koskey, 2023; Wahyuhadi et al., 2023) and not significant (Agustin, 2020; Alansori et al., 2021)

Second, The influence of owner characteristics on business performance also obtained significant results (Arivdsson & Sabelfeld, 2023; Hakim et al., 2022; Pulungan et al., 2019; Rahmawati, 2023; Suandi et al., 2023) and not significant (Ludiya & Kurniawan, 2020; Syiraf & Hidayat, 2022).

Third, The effect of government intervention on business performance also obtained significant results (Mohezar et al., 2020; Nilasari et al., 2023; Susilawati et al., 2021; Zaki et al., 2022; Zhang et al., 2024) and not significant (Harjowiryo & Siallagan, 2021).

The existence of this research gap is very interesting in making Organizational Culture, Owner Characteristics, and Government Intervention as factors that influence Business Performance and adding the Entrepreneurial Orientation variable as an intervening variable. Entrepreneurial Orientation is a key factor in business success. MSME players in the culinary sector need to have a strong entrepreneurial orientation to face competition and gain profits (Barinta et al., 2022; Guerra & Camargo, 2024; Mathafena & Msimango-Galawe, 2023; Nofiani et al., 2021; Salih et al., 2024). Organizational Culture, Owner Characteristics, Government Intervention, and Entrepreneurial Orientation are the focus of this research because they play an important role in determining Business Performance. The study above shows that the factors, Organizational Culture, Owner Characteristics, Government Intervention, and Entrepreneurial Orientation which are considered to have an impact on Business Performance, are not consistent.

2. Theory

2.1 The Influence of Organizational Culture on Entrepreneurial Orientation

Borodako et al. (2023) show that the strategic, technological, organizational culture and market dimensions of IO have a positive effect on KM. Research conducted by Alvarez-Torres et al. (2019) shows that Mexican companies that realize EO have a positive effect on their company's performance. Chew et al. (2022) show that three key decision-making cultural values, namely individualism, masculinity, and uncertainty avoidance, show a significant relationship with corporate EO. Ismah (2023) shows fostering an entrepreneurial mindset and collaborative innovation strategies for sustainable industrial development in this region. Andriani et al. (2024) show that Minangkabau Universal Leadership has a positive and significant influence on business performance. therefore, entrepreneurial orientation was found to mediate the relationship between Universal Minangkabau leadership and business performance (Alvarez-Torres et al., 2019; Andriani et al., 2024; Chew et al., 2022; Ismah, 2023; "The impact of innovation orientation and knowledge management on business services performance moderated by technological readiness," 2023).

H₁: *There is an influence between organizational culture and entrepreneurial orientation.*

2.2 The Influence of Owner Characteristics on Entrepreneurial Orientation

Dwumah, Amaniampong, Animwah Kissiedu, & Adu Boahen (2024), showed that SME owner-manager network ties appear to be a significant and positive moderator of EO and SME performance links. Bilal & Fatima (2022), show that the results provide empirical support for the alleged relationship between IEO and SMEs. Beltrame, Grassetti, Bertinetti, & Scip (2023). shows that proactive attitude, autonomy, and competitive aggressiveness are important constructs for improving access to bank financing. Abeywardana et al. (2021), show that Perceived quality is the single most important determinant of brand

value for a particular brand. Wahyuni and Sara (2020), show that the answers to the problems and objectives that have been determined are market orientation, learning orientation and entrepreneurial orientation which influence business performance through knowledge competency and innovation directly and the influence is very positive (Abeywardana et al., 2021; Beltrame et al., 2023; Bilal & Fatima, 2022; Dwumah et al., 2024; Wahyuni & Sara, 2020).

H₂: *There is an influence between owner characteristics and entrepreneurial orientation.*

2.2 The Effect of Government Intervention on Entrepreneurial Orientation

Ogujiuba et al. (2022) show that the impact of location on government support has a major impact on long-term business plans and entrepreneurship. Gomes et al. (2022), indicate that this research contributes to a better understanding of the relationship between economic growth and entrepreneurial conditions in countries with different degrees of economic growth. Asad et al. (2024) pointed out that our research adds to knowledge about both green entrepreneurial orientation and green innovation and guides future researchers as well as practitioners about the policies they need to follow to benefit from the best environmentally friendly practices. Iqbal and Khizar (2022), show that in the context of small businesses and entrepreneurship by utilizing a combination of theoretical and conceptual development approaches. Handiman, Rachbini, Chan, & Riyanto (2024), show that this research suggests the role of entrepreneurial orientation to increase the influence of social capital and government support on sustainable rural tourism performance (Asad et al., 2023; Gomes et al., 2022; Handiman et al., 2024; Iqbal & Khizar, 2022; Ogujiuba et al., 2022)

H₃: *There is an influence between government intervention and entrepreneurial orientation.*

2.3 The Influence of Organizational Culture on Business Performance

Research conducted by Nilasari et al. (2023), shows that performance measurements at the Magelang district office using BSC and weighing with AHP are quite satisfactory. Koskey (2023), shows that organizational culture, leadership and teamwork have a positive influence on strategic implementation. Pinzaru et al. (2022), show that the challenges and practical benefits associated with digital transformation of businesses in the context of developing sustainability strategies. Future avenues of investigation are also highlighted. Fikri et al. (2022), show that this research found that MO influences business performance both directly and through mediating variables, namely service innovation and TQM. Wahyuhadi et al. (2023), shows that the results of the correlation test between Employee Satisfaction, Remuneration and Performance show a positive correlation that is not significant (Fikri et al., 2022; Nilasari et al., 2023; Pinzaru et al., 2022; Viola Jeptanui Koskey, 2023; Wahyuhadi et al., 2023).

H₄: *There is an influence between organizational culture and business performance.*

2.4 The Influence of Owner Characteristics on Business Performance

Research conducted by Rahmawati (2023), shows that simultaneously, women's leadership, education level, financing, and investment influence profitability, and the results of the determination test show that the independent variables in the form of women's leadership, education level, financing, and investment can explain the dependent variable profitability. Research conducted by Hakim, Mujahidah, & Rusydiana (2022), shows that the results of sentiment analysis indicate a tendency for positive perceptions of Halal Certification according to the opinions of Twier users, with positive sentiment of 41.8%, neutral sentiment of 30.8% and negative sentiment amounting to 27.4%. Research conducted by Arivdsson & Sabelfeld (2023), shows that various discourses of sustainability, emerging from policy and regulatory initiatives, socio-political events, and civil society activism, are reflected in the way CEOs frame sustainability over time. Research conducted by Suandi, Herri, Yulihastri, & Syafrizal (2023), shows that entrepreneurial marketing directly or indirectly (through profit competition) influences bank performance. Research conducted by Pulungan, Wahyudi, & Muharam (2019), shows that performing shares come from the construction sector and the pharmaceutical sector. Therefore, investors are advised to pay more attention to BUMN from the pharmaceutical sector and the development sector (Arivdsson & Sabelfeld, 2023; Hakim et al., 2022; Pulungan et al., 2019; Rahmawati, 2023; Suandi et al., 2023).

H₅: *There is an influence between owner characteristics and business performance.*

2.5 The Effect of Government Intervention on Business Performance

Nilasari et al. (2023) showed that the performance measured at the Magelang district office using BSC and weighed with AHP was quite satisfactory. Research conducted by Susilawati (2021), shows that Transformational leadership is oriented towards the organization's vision and goals, which are translated into action. Mohezar et al. (2020), show that corporate entrepreneurship plays a moderating role in interstate policy relations, supply chain collaboration, and innovation. Research conducted by Zaki et al. (2022), shows that Business in Islamic boarding schools is closely related to SDGs, so its existence needs to continue to be improved. Zhang et al. (2024). shows that tightening real estate policy much lowers the profitability of real estate companies (ROA and ROE), while increasing their liquidity risk (Mohezar et al., 2020; Nilasari et al., 2023; Susilawati et al., 2021; Zaki et al., 2022; Zhang et al., 2024).

H₆: *There is an influence between government intervention and business performance.*

3. The Influence of Entrepreneurial Orientation on Business Performance

Barinta et al. (2022), show that entrepreneurial orientation and market orientation are proven to have an influence on improving the performance of MSMEs. Mathafena and Msimango-Galawe (2023) show that entrepreneurial organizations and market organizations are proven to have an influence on improving the performance of MSMEs. Salih, Alsalhi, & Abou-Moghli (2024), show that various aspects of entrepreneurial orientation, such as being proactive, taking risks, and flexibility, have a significant and beneficial influence on organizational performance. Nofiani et al. (2021), show that innovation and social network ambidexterity mediate the relationship between EO and SME performance. Research conducted by Guerra & Camargo (2024), shows that the CD strategy seems to dominate FP when EO is absent (Barinta et al., 2022; Guerra & Camargo, 2024; Mathafena & Msimango-Galawe, 2023; Nofiani et al., 2021; Salih et al., 2024).

H7: *There is an influence between entrepreneurial orientation and business performance.*

H8: *There is an indirect influence between organizational culture on business performance through entrepreneurial orientation.*

H9: *There is an indirect influence between owner characteristics on business performance through entrepreneurial orientation.*

H10: *There is an indirect influence between government intervention on business performance through entrepreneurial orientation.*

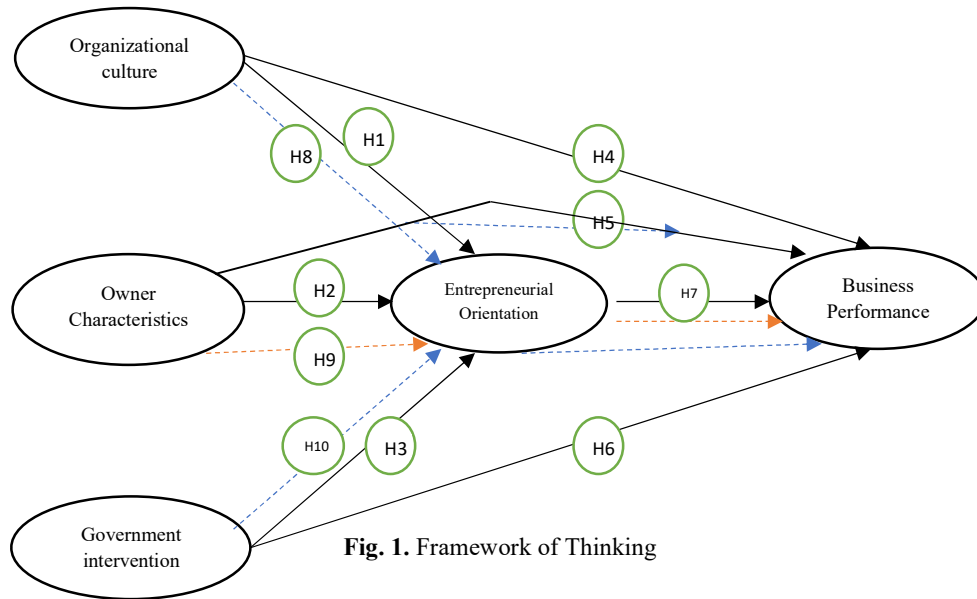


Fig. 1. Framework of Thinking

Information:
 Direct Influence : —————→
 Indirect influence: - - - - -→

4. Method

4.1 Research design

This type of research is descriptive and verification research. Descriptive research is research that aims to obtain a description of the characteristics of all research variables. This research was conducted in Bogor City, which includes Bogor City, South Bogor, North Bogor, West Bogor and East Bogor. The research was conducted in May-June 2024. The population of this research is MSME actors in the food sector in Bogor City, where the number as many as 977 people spread throughout the city of Bogor. This research uses a random sampling technique, namely by determining the sample size based on the size of the research population in all research locations. To determine the number of research samples, Issac and Michael (2000) developed a method, namely using the following formula.

Table 6

Research population and sample

Region	Total Population*)	Total of Samples
Bogor City	198	40
South Bogor	199	40
North Bogor	207	42
West Bogor	205	41
East Bogor	168	33
Amount	977	196

*) Source: Bogor City Department of Industry and Trade 2024

After the number of samples can be determined using the Issac and Michael formula, the next step is to create sample criteria, where the number of samples is obtained from a calculation of 196 samples which is equivalent to 196 respondents. Of these 196 respondents there are several criteria that must be met, namely: MSMEs operate in food sector that has been running for at least 6 months, Respondents from the sample have positions as owners of MSMEs, and Respondents from the Sample are still actively running businesses as Food MSMEs.

4.2 Research data

The types of data in this research are primary data and secondary data. Primary data is data that comes from respondents' answers during field research. Primary data is used for data analysis and to test hypotheses. Secondary data is data that is already available either owned by respondents, related parties, or available on the internet, books, journals, and others. Secondary data is not used to test hypotheses but is complementary to the existence of primary data. Primary data was obtained through filling out questionnaires by respondents. Meanwhile, secondary data is obtained from supporting data through literature studies, journals, mass media articles and books related to the research topic. The primary data source is MSMEs in the culinary sector in Bogor City, while the respondents are MSME owners.

4.3 Validity Test of Measuring Tools/Research Instruments

Data is collected through a questionnaire, before the questionnaire is distributed to respondents it must first go through a validity test (Ghozali, 2020). The minimum requirement to be considered a valid instrument item is that the validity index value is ≥ 0.3 and if the Pearson Product Moment correlation coefficient r is calculated $> r$ table. Therefore, all questions that have a correlation level below r table or < 0.3 must be corrected because they are considered invalid. The correlation method used is Pearson Product Moment. After the correlation number is known, then the t value of r is calculated. After that, it is compared with the critical value. If t count $> t$ table, it means the data is significant (valid) and suitable for use in testing research hypotheses. On the other hand, if t count $\leq t$ table, it means that the data is not significant (invalid) and will not be included in research hypothesis testing. Valid statements are then tested for reliability.

4.4 Research Instrument

A questionnaire is a data collection technique that is carried out by providing a set of written questions/statements accompanied by alternative answers for respondents to answer. The design of the questionnaire created by the researcher is closed so that respondents can answer it easily and quickly. The measurement scale used is the Likert scale, where each answer will be given a score with the following criteria:

- a. Strongly agree (SS) was given a score of 5
- b. Agree (S) was given a score of 4
- c. Disagree (KS) was given a score of 3
- d. Disagree (TS) is given a score of 2
- e. Strongly disagree (STS) is given a score of 1

4.5 Instrument Calibration

The instrument validity test is used to see whether the instrument is valid or not, done by correlating the item score with the total score using the product moment correlation formula. All validity test calculations use the SPSS version 25 of the application. Reliability tests are carried out to determine the consistency of a respondent's answers. This test was carried out using the Cronbach Alpha test. All reliability test calculations also use SPSS version 25 tools.

4.6 Data analysis technique

Data analysis in this research uses the SEM (Structural Equation Modeling) approach where SEM is a statistical technique for testing and estimating causal relationships using a combination of statistical data and qualitative causal assumptions. SEM is actually a hybrid technique that includes confirmatory aspects of factor analysis, path analysis and regression which can be considered a special case of SEM.

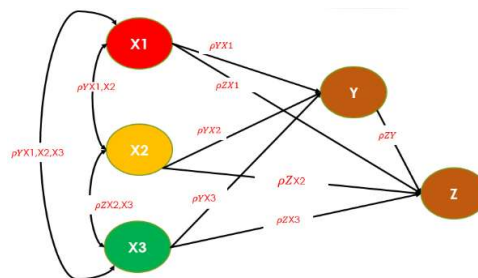


Fig. 2. Research Path Diagram

5. Results

5.1 Characteristics of Research Respondents

The distribution of respondents based on gender can be seen in Table 7.

Table 7
Distribution of Respondents Based on Gender

No.	Gender	F	Percentage (%)
1	Man	41	17.61
2	Woman	155	82.39
Amount		196	100.00

Source: Primary data processed, 2024

Based on Table 8 regarding the characteristics of respondents according to gender above, the number of female respondents was 155 people or 82.397%, this dominates over male respondents who only numbered 41 people or 17.61%. The distribution of respondents based on age can be seen in Table 7.

Table 8
Distribution of Respondents Based on Age

No.	Age	f	Percentage (%)
1	21 - 30 Years	164	93.18
2	31 – 40 Years	5	2.84
3	41 - 50 Years	5	2.84
4	Over 50 Years	2	1.14
Amount		176	100.00

Source: Primary data processed, 2024

Table 9
Distribution of Respondents Based on Last Level of Education

No.	Education	f	Percentage (%)
1	High School/High School	87	43.75
2	Diploma	27	11.36
3	Bachelor Degree	80	43.18
4	Postgraduate (S2)	1	0.57
5	Other	4	1.14
Amount		196	100.00

From Table 8, it can be seen that the majority of respondents are aged 21 - 30 years with a total of 164 respondents or 93.18%, followed by respondents aged between 31 - 40 and 41 - 50 years with a total of 5 respondents or 2.84% years old and finally aged in over 50 years old were only 2 respondents or 1.14%. The distribution of respondents based on their latest level of education can be seen in the table below. From Table 9, it can be seen that the respondents' final education level was SMA/SMU and Bachelor (S1), respectively 87 people (43.75) and 80 people (43.18%) dominating the number of respondents in this study. Followed by 27 respondents with Diploma education (11.36) and only a small number of respondents with Postgraduate (S2) and other education, respectively 1 person (0.57%) and 4 people (1.14%).

2.6 Convergent Validity Test Results

Fig. 3 shows that all manifest variables have a loading value of more than 0.6, indicating good validity and meeting convergent validity. The loading factor value for each manifest on the research variable is given in Fig. 3. On average, each manifest variable analyzed has a Loading Factor value > 0.6, as can be seen from the data output in Table 3. Therefore, the overall manifest used in this investigation has met the reliable criteria and can be used for future examinations, according to these results. Fig. 4 also presents the results of the bootstrapping. Finally, Table 10 shows the results of testing the hypotheses.

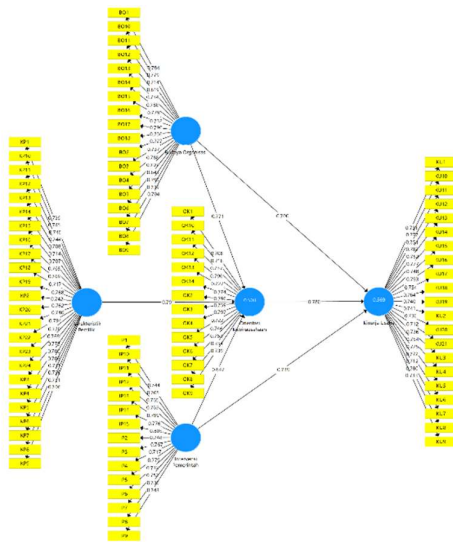


Fig. 3. First Run PLS Algorithm Model

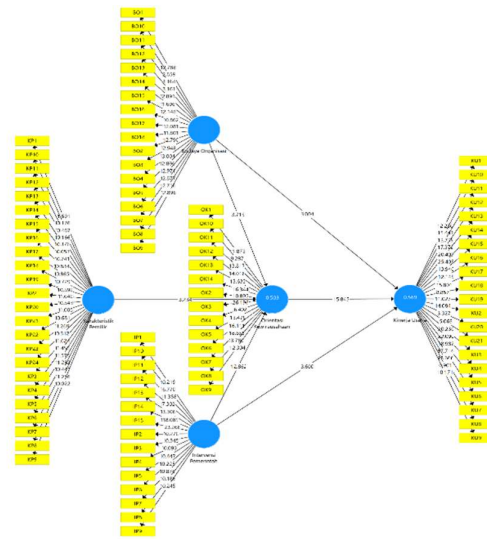


Fig. 4. Bootstrapping Inner Model

Table 10
Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Organizational Culture → Business Performance	0.590	0.586	0.070	3.004	0.006
Organizational Culture → Entrepreneurial Orientation	0.471	0.462	0.100	3.713	0.017
Government Intervention → Business Performance	0.639	0.634	0.065	3.600	0.030
Government Intervention → Entrepreneurial Orientation	0.647	0.654	0.050	12.862	0.000
Owner Characteristics → Entrepreneurial Orientation	0.591	0.572	0.055	3.234	0.021
Owner Characteristics → Business Performance	0.525	0.547	0.019	3.045	0.007
Entrepreneurship Orientation → Business Performance	0.780	0.779	0.049	15.845	0.000

Source: processed by SmartPLS

H₁: *There is a significant influence of Organizational Culture on Entrepreneurial Orientation.*

From the results of the path coefficient obtained between Organizational Culture towards Entrepreneurial Orientation of 0.471 with a P-Value of $0.017 < 0.05$, it is concluded that there is a significant influence between Organizational Culture on Entrepreneurial Orientation. A positive value in the coefficient means that the higher the Organizational Culture, the higher the Entrepreneurial Orientation, so H1 is accepted.

H₂: *There is a significant influence of Owner Characteristics on Entrepreneurial Orientation.*

From the results of the path coefficient obtained between Owner Characteristics towards Entrepreneurial Orientation of 0.591 with a P-Value of $0.021 < 0.05$, it is concluded that there is a significant influence between Owner Characteristics towards Entrepreneurial Orientation. A positive value on the coefficient means it is increasing. The higher the Owner Characteristics, the better the Entrepreneurial Orientation, so H2 is accepted.

H₃: *There is a significant influence of Government Intervention on Business Performance.*

From the results of the path coefficient obtained between Government Intervention on Business Performance is 0.647 with a P-Value of $0.000 < 0.05$, so it is concluded that there is a significant influence between Government Intervention on Business Performance. A positive value on the coefficient means that the higher the quality of government intervention, the higher the business performance, so H3 is accepted.

H₄: *There is a significant influence of Organizational Culture on Business Performance.*

From the results of the path coefficient obtained between Organizational Culture on Business Performance is 0.590 with a P-Value of $0.006 < 0.05$, so it is concluded that there is a significant influence between Organizational Culture on Business Performance. A positive value in the coefficient means that the higher the quality of Organizational Culture, the higher the Business Performance, so H4 is accepted.

H₅: *There is a significant influence of Owner Characteristics on Business Performance.*

From the results of the path coefficient obtained between Owner Characteristics of Business Performance of 0.525 with a P-Value of $0.007 < 0.05$, it is concluded that there is a significant influence between Owner Characteristics of Business Performance. A positive value on the coefficient means it is increasing. The higher the Owner Characteristics, the higher the Business Performance, then H5 is accepted.

H₆: *There is a significant influence of Government Intervention on Business Performance.*

From the results of the path coefficient obtained between Government intervention on business performance amounting to 0.639 with a P-Value of $0.030 < 0.05$, it is concluded that there is a significant influence between Government Intervention on Business Performance. A positive value on the coefficient means that the better the Government Intervention, the higher the Business Performance, so H6 is accepted.

H₇: *There is a significant influence of Entrepreneurial Orientation on Business Performance.*

From the results of the path coefficient obtained between Entrepreneurial Orientation towards Business Performance of 0.780 with a P-Value of $0.000 < 0.05$, it is concluded that there is a significant influence between Entrepreneurial Orientation towards Business Performance. A positive value on the coefficient means that the better the Entrepreneurial Orientation, the higher the Business Performance, so H7 is accepted.

Mediation test

The mediation effect test is used to test how the mediating or liaison variable influences the relationship between the independent variable and the dependent variable.

Table 11
Total Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Organizational Culture → Business Performance	0.356	0.354	0.097	0.478	0.033
Government Intervention → Business Performance	0.466	0.476	0.062	7,517	0,000
Owner Characteristics → Business Performance	0.349	0.342	0.082	1,244	0.015

Source: processed by SmartPLS

H₈: *There is a significant influence of Organizational Culture on Business Performance through the mediation of Entrepreneurial Orientation.*

From testing specific indirect effects, it is known that organizational culture has a positive effect on business performance through entrepreneurial orientation, where the P-value is $0.037 < 0.05$ (alpha significance 5%). From the results of the total effects analysis, it was found that the relationship between Organizational Culture and Business Performance was still significant with a P-Value of $0.033 < 0.05$ (alpha significance 5%). Therefore, it can be concluded that this mediation is only pseudo or partial (partially mediating), so H₈ is accepted.

H₉: *There is a significant effect Owner Characteristics on Business Performance through the mediation of Entrepreneurial Orientation.*

From testing the specific indirect effect, it is known that Characteristics of influential Owners positive impact on Business Performance through Entrepreneurial Orientation where the P-Values value is $0.021 < 0.05$ (alpha significance 5%). From the results of the total effects analysis, it was found that the relationship Owner Characteristics with Business Performance is still significant with a P-Value of $0.015 < 0.05$ (alpha significance 5%). Therefore, it can be concluded that this mediation is only pseudo or partial (partially mediating), so H₉ is accepted.

H₁₀: *There is a significant influence Government Intervention on Business Performance through Entrepreneurship Orientation mediation.*

From testing the specific indirect effect, it is known that Government intervention has an effect positive impact on Business Performance through Entrepreneurial Orientation where the P-Values value is $0.000 < 0.05$ (alpha significance 5%). From the results of the total effects analysis, it was found that the relationship Government Intervention with Business Performance still significant with a P-Value of $0.000 < 0.05$ (alpha significance 5%). Therefore, it can be concluded that this mediation is only pseudo or partial (partially mediating), so H₁₀ is accepted.

3. Discussion

The Influence of Organizational Culture on Entrepreneurial Orientation

The first hypothesis test is whether Organizational Culture has a positive and significant effect on Entrepreneurial Orientation among MSMEs in the Culinary Sector in Bogor City. The results of this research prove that Organizational Culture has a positive and significant influence on the Entrepreneurial Orientation of MSME Actors in the Culinary Sector in the City of Bogor. The results of this study are consistent with research findings Alvarez-Torres et al., (2019); Andriani et al., (2024); Borodako et al., (2023); Chew et al., (2022); and Ismah, (2023) that Organizational Culture has an influence on Entrepreneurial Orientation. Organizational culture is a series of activities, symbols, ideas carried out by an organization and become habits or routines that are in line with the organization's vision and mission (Basrowi; et al., 2019; Basrowi et al., 2025; Basrowi & Meida, 2019; Purwaningsih et al., 2024a).

All these aspects were approved and carried out by all members of the organization without any objection. The better the implementation of organizational culture, the better the entrepreneurial orientation of business actors (Basrowi et al., 2019, 2022; Basrowi & Fauzi, 2018; Nibel & Basrowi, 2022; Tonich & Basrowi, 2022). The worse the organizational culture carried out by all members of the organization, the lower the entrepreneurial orientation of business actors. To improve the quality of entrepreneurial orientation of business actors, one aspect that can be done is by improving organizational culture. When organizational leaders want to improve the quality or qualities of entrepreneurial orientation, the organizational leaders must make serious efforts to improve the quality of the prevailing organizational culture.

The Influence of Owner Characteristics on Entrepreneurial Orientation

The second hypothesis testing is whether Owner Characteristics have a positive and significant effect on the Entrepreneurial Orientation of MSME Actors in the Culinary Sector in Bogor City. The results of this research prove that Owner Characteristics have a positive and significant influence on the Entrepreneurial Orientation of MSME Actors in the Culinary Sector in Bogor City. The results of this study are consistent with research findings (e.g. Abeywardana et al., 2021; Beltrame et al., 2023; Bilal & Fatima, 2022; Dwumah et al., 2024; Wahyuni & Sara, 2020) that Owner Characteristics have an influence on Entrepreneurial Orientation. The better the characteristics of the owner, the better the entrepreneurial orientation of the business actor. Conversely, the less good the characteristics of the owner, the lower the entrepreneurial orientation of the business actor (Basrowi et al., 2025, 2022; Elia et al., 2016; Himmatul & Junaedi, 2024; Shofwa et al., 2024). To improve the quality of entrepreneurial orientation of business actors, one aspect that can be done is to improve the quality of the owner's characteristics. When organizational leaders want to improve the quality or qualities of entrepreneurial orientation, the organizational leaders must make serious efforts to improve the characteristics of the owners. Here it can be seen how important it is to improve the characteristics of the owner when wanting to increase entrepreneurial orientation. Therefore, it is time for organizational leaders to continue to improve the characteristics of owners when they want to increase entrepreneurial orientation (Fauzi, Effendi, Basrowi, et al., 2024; Junedi et al., 2024; Mulyani & Basrowi, 2024b; Nuryanto et al., 2024).

The Influence of Government Intervention on Entrepreneurial Orientation

Testing the third hypothesis is whether Government Intervention has a positive and significant effect on Entrepreneurial Orientation among MSMEs in the Culinary Sector in Bogor City. The results of this research prove that government intervention has a positive and significant effect on the entrepreneurial orientation of MSME actors in the culinary sector in the city of Bogor. The results of this study are consistent with research findings (e.g., Asad et al., 2023; Gomes et al., 2022; Handiman et al., 2024; Iqbal & Khizar (2022; Ogujiuba et al., 2022) that Government Intervention has an influence on Entrepreneurial Orientation. The better the government's intervention, the better the entrepreneurial orientation of business actors. On the other hand, the less good the government's intervention, the lower the entrepreneurial orientation of business actors (Hamdan & Basrowi, 2024; Kharis et al., 2024; Nuryanto et al., 2023; Sintani et al., 2024; Yusuf et al., 2023). To improve the quality of entrepreneurial orientation of business actors, one aspect that the government can do is improve the quality of its interventions. When the government wants to improve the quality or quality of entrepreneurial orientation, the government must make serious efforts to increase its intervention. Here it can be seen how important efforts are to increase government intervention when wanting to increase entrepreneurial orientation. Therefore, it is time for the government to continue to increase government intervention when it wants to increase entrepreneurial orientation.

The Influence of Organizational Culture on Business Performance

The fourth hypothesis testing is whether organizational culture has a positive and significant effect on business performance among MSME actors in the culinary sector in the city of Bogor. The results of this research prove that organizational culture has a positive and significant effect on business performance among MSME actors in the culinary sector in the city of Bogor. The results of this study are consistent with research findings (e.g., Fikri et al., 2022; Nilasari et al., 2023; Pinzaru et al., 2022; Viola Jeptanui Koskey, 2023; Wahyuhadi et al., 2023) that Organizational Culture has an influence on Business Performance. As explained above, organizational culture is very important to improve performance. All these aspects are approved and carried out by all members of the organization without any exceptions at all. The better the implementation of organizational culture, the better the business performance of business actors. The worse the organizational culture carried out by all members of the organization, the lower the business performance of business actors. To improve the quality of business performance of business actors, one aspect that can be done is by improving organizational culture. Organizational leaders: When they want to improve business performance, the organizational leaders must make serious efforts to improve the quality of the existing organizational culture (Basrowi & Ali, 2022; Fauzi, Effendi, & Basrowi, 2024)

The Influence of Owner Characteristics on Business Performance

The fifth hypothesis test is whether owner characteristics have a positive and significant effect on business performance among MSME actors in the culinary sector in the city of Bogor. The results of this research prove that Owner Characteristics have a positive and significant influence on Business Performance among MSMEs in the Culinary Sector in Bogor City. The results of this study are consistent with research findings (Ariwdsson & Sabelfeld, 2023; Hakim et al., (2022); Pulungan et al., (2019); Rahmawati (2023); and Suandi et al., (2023) that Owner Characteristics have an influence on Business Performance. The better the characteristics of the owner, the better the business performance of the business actor (Basrowi & Maunnah, 2019; Basrowi & Utami, 2020; Marwanto et al., 2020a; Soenyono & Basrowi, 2020). On the other hand, the less good the characteristics of the owner, the lower the business performance of the business actors. To improve the business performance of business actors, one aspect that can be done is to improve the quality of the owner's characteristics. When the leadership of an organization wants to improve business performance, the leader of the organization must make serious efforts to improve the characteristics of the owner. Here we can see how important it is to improve the characteristics of the owner when wanting

to improve business performance. Therefore, it is time for organizational leaders to continue to improve the characteristics of owners when they want to improve business performance (Basrowi & Utami, 2023; Marwanto et al., 2020b; Suseno et al., 2018; Suwarno Basrowi, 2020).

The Effect of Government Intervention on Business Performance

Testing the sixth hypothesis is whether Government Intervention has a positive and significant effect on Business Performance of MSMEs in the Culinary Sector in Bogor City. The results of this research prove that government intervention has a positive and significant effect on business performance among MSME actors in the culinary sector in the city of Bogor. The results of this study are consistent with research findings (e.g., Mohezar et al., 2020; Nilasari et al., 2023; Susilawati et al., 2021; Zaki et al., 2022; Zhang et al., 2024) that Government Intervention has an influence on Business Performance. The better the government's intervention, the better the business performance of business actors. On the other hand, the worse the government's intervention, the lower the business performance of business actors. To improve business performance, the aspect that the government can do is improve the quality of its interventions. When the government wants to improve business performance, the government must make serious efforts to increase its intervention. Here we can see how important efforts to increase government intervention are when we want to improve business performance. Forms of government intervention include: regulations that favour business actors, low or even zero taxes for micro, small and medium enterprises, fuel subsidies, electricity subsidies and labour wage subsidies. Therefore, it is time for the government to continue to increase government intervention when it wants to improve the business performance of business actors in its country (Hamdan & Basrowi, 2024; Junaidi et al., 2024; Miar et al., 2024; Yusuf et al., 2024).

The Influence of Entrepreneurial Orientation on Business Performance

Testing the seventh hypothesis is whether Entrepreneurial Orientation has a positive and significant effect on Business Performance among MSMEs in the Culinary Sector in Bogor City. The results of this research prove that Entrepreneurial Orientation has a positive and significant effect on Business Performance among MSMEs in the Culinary Sector in Bogor City. The results of this study are consistent with research findings (Barinta et al., 2022; Guerra & Camargo, 2024; Mathafena & Msimango-Galawe, 2023; Nofiani et al., 2021; Salih et al., 2024) that Entrepreneurial Orientation has an influence on Business Performance. The better the entrepreneurial orientation, the better the business performance of the business actor. Conversely, the less good the entrepreneurial orientation, the lower the business performance of business actors. To improve the business performance of business actors, one aspect that can be done is to improve the quality of entrepreneurial orientation. When organizational leaders want to improve business performance, the organizational leaders must make serious efforts to increase entrepreneurial orientation. Here it can be seen how important it is to increase entrepreneurial orientation when wanting to increase business performance. Therefore, it is time for organizational leaders to continue to improve their entrepreneurial orientation when they want to increase business performance

The Influence of Organizational Culture on Business Performance through Entrepreneurial Orientation

The eighth hypothesis tested is whether organizational culture has a positive and significant effect on business performance through entrepreneurial orientation among MSME actors in the culinary sector in the city of Bogor. The results of this research prove that Organizational Culture has a positive and significant effect on Business Performance through entrepreneurial orientation among MSMEs in the Culinary Sector in the City of Bogor. The type of mediation carried out is partial mediation, with the type of competitive partial mediation being able to have an impact both directly and indirectly on Organizational Culture on Business Performance among MSME Players in the Culinary Sector in the City of Bogor. This shows that the independent variable has a strong ability both directly and indirectly on the dependent variable, and competitive partial mediation occurs if the coefficient is positive. The better the implementation of organizational culture, the better the entrepreneurial orientation which will then increase the business performance of business actors. The worse the organizational culture carried out by all members of the organization, the lower the entrepreneurial orientation which has an impact on the low business performance of business actors. To improve the business performance of business actors, the aspect that can be done is to improve entrepreneurial orientation and organizational culture. When organizational leaders want to improve business performance, they need to improve organizational culture through improving the quality of entrepreneurial orientation. Thus, entrepreneurial orientation can be an effective intervening variable for increasing the influence of organizational culture on business performance. Through entrepreneurial orientation, the influence of organizational culture on business performance increases (e.g., Kittie & Basrowi, 2024; Mulyani & Basrowi, 2024a; Nuryanto et al., 2019; Purwaningsih et al., 2024b).

The Influence of Owner Characteristics on Business Performance through Entrepreneurial Orientation

Testing the ninth hypothesis is whether Owner Characteristics have a positive and significant effect on Business Performance through Entrepreneurial Orientation in MSME Actors in the Culinary Sector in Bogor City. The results of this research prove that Owner Characteristics have a positive and significant influence on Business Performance through entrepreneurial orientation among MSMEs in the Culinary Sector in Bogor City. The type of mediation carried out is partial mediation, with

the type of competitive partial mediation being able to have an impact both directly and indirectly on the Owner's Characteristics on Business Performance among MSME Actors in the Culinary Sector in the City of Bogor. This shows that the independent variable has a strong ability both directly and indirectly on the dependent variable, and competitive partial mediation occurs if the coefficient is positive.

The better the characteristics of the owner, the better the entrepreneurial orientation which will then increase the business performance of the business actors. The worse the characteristics of the owner, the lower the entrepreneurial orientation, which has an impact on the low business performance of business actors. To improve the business performance of business actors, the aspect that can be done is to improve the entrepreneurial orientation and characteristics of the owner. When organizational leaders want to improve business performance, they need to improve the characteristics of the owner through improving the quality of entrepreneurial orientation. Thus, entrepreneurial orientation can be an effective intervening variable for increasing the influence of owner characteristics on business performance. Through entrepreneurial orientation, the influence of the owner's characteristics on business performance increases (Hadi et al., 2019; Miar et al., 2024; Nuryanto et al., 2019; Yusuf et al., 2024).

The Effect of Government Intervention on Business Performance through Entrepreneurial Orientation

Testing the tenth hypothesis is whether Government Intervention has a positive and significant effect on Business Performance through entrepreneurial orientation among MSMEs in the Culinary Sector in the City of Bogor. The results of this research prove that government intervention has a positive and significant effect on business performance through entrepreneurial orientation among MSME actors in the culinary sector in the city of Bogor. The type of mediation carried out is partial mediation, with the type of competitive partial mediation being able to have an impact both directly and indirectly on Government Intervention on Business Performance among MSME Players in the Culinary Sector in the City of Bogor. This shows that the independent variable has a strong ability both directly and indirectly on the dependent variable, and competitive partial mediation occurs if the coefficient is positive. The better the government's intervention, the better the entrepreneurial orientation which will then improve the business performance of business actors. The worse the government intervention, the lower the entrepreneurial orientation, which has an impact on the low business performance of business actors. To improve the business performance of business actors, aspects that can be done are increasing entrepreneurial orientation and government intervention. When organizational leaders want to improve business performance, they need to increase government intervention through improving the quality of entrepreneurial orientation. Thus, entrepreneurial orientation can be an effective intervening variable for increasing the influence of government intervention on business performance. Through entrepreneurial orientation, the influence of government intervention on business performance will increase

4. Conclusion

In general, the aim of this research is to analyze the influence of organizational culture, owner characteristics, government intervention on entrepreneurial orientation and its implications for business performance among MSME actors in the culinary sector in Bogor City, West Java Province, Indonesia. Based on the discussion of the findings in this research, it can be concluded that Organizational Culture has a positive and significant influence on the Entrepreneurial Orientation of MSME Actors in the Culinary Sector in the City of Bogor; Owner Characteristics have a positive and significant influence on the Entrepreneurial Orientation of MSME Actors in the Culinary Sector in the City of Bogor; Government intervention has a positive and significant effect on the Entrepreneurial Orientation of MSMEs in the Culinary Sector in the City of Bogor; Organizational culture has a positive and significant effect on business performance among MSME actors in the culinary sector in the city of Bogor; Owner characteristics have a positive and significant influence on business performance among MSME actors in the culinary sector in the city of Bogor; Government intervention has a positive and significant effect on business performance among MSME actors in the culinary sector in the city of Bogor; Entrepreneurial Orientation has a positive and significant effect on Business Performance among MSMEs in the Culinary Sector in the City of Bogor; Organizational Culture has a positive and significant effect on Business Performance through entrepreneurial orientation for MSMEs in the Culinary Sector in Bogor City; Owner characteristics have a positive and significant influence on business performance through entrepreneurial orientation for MSME actors in the culinary sector in the city of Bogor; Government intervention has a positive and significant effect on business performance through entrepreneurial orientation for MSME actors in the culinary sector in Bogor City, West Java Province, Indonesia.

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Appendix

Table 12

Operational Variables

Variable	Dimensions	Indicator	Notation
Organizational Culture (BO) is a set of values, norms, beliefs, and practices that relate to how people work together and interact in an organization (Cameron Kim & Quinn Robert, 2019; Denison, 2019; Hofstede, 2019).	Interest in people (People Orientation)	- Employee participation in decision making	BO1
		- Attention to employee needs and welfare	BO2
		- Fairness in treating employees	BO3
	Orientalization of management (Management Orientation)	- Degree of centralization of decision making	BO4
		- Openness and transparency in communication between management and employees	BO5
		- Effective leadership and management style	BO6
	Results orientation (Outcome Orientation)	- Orientation towards achieving targets and strong results	BO7
		- Individual responsibility in achieving results	BO8
		- Awards and recognition for good performance	BO9
	Orientation towards stability (Stability Orientation)	- The level of conservatism in the organization	BO10
		- Resilience and order come first	BO11
		- Respect for tradition and consistency	BO12
	Orientation to innovation (Innovation Orientation)	- Level of support for new ideas and innovation	BO13
		- Openness to change and organizational adaptability	BO14
		- Respect for risk and experimentation	BO15
	Orientation on individual orientation (Individual Orientation)	- Freedom and flexibility in work	BO16
		- Individual needs come first	BO17
		- Reward individual initiative	BO18
Government Intervention (IP) in the context of entrepreneurship, it is intervention or steps taken by the government to influence or regulate business and entrepreneurial activities in a country or region (Acs et al., 2021; Audretsch & Thurik, 2021; Zacharakis & Bygrave, 2019)	Institutional dimension	- Public policies that support entrepreneurship, including regulations that do not hinder business activities.	IP1
		- Willingness of government bodies to provide support and facilities to entrepreneurs.	IP2
		- Research and development activities funded by the government to improve product quality and innovation.	IP3
	Educational dimensions	- Entrepreneurship education programs provided by the government, such as entrepreneurship courses and training.	IP4
		- Integrate entrepreneurship education into school and university curricula.	IP5
		- Formation of leadership and managerial skills among aspiring entrepreneurs.	IP6
	Financing dimensions	- The government's readiness to provide financial support to entrepreneurs through business loans, venture capital, or capital assistance.	IP7
		- Tax incentives or fiscal relief provided by the government to encourage entrepreneurial investment.	IP8
		- Availability of alternative financing institutions and mechanisms, such as micro financing institutions and cooperatives.	IP9
	Network and interaction dimensions	- Networking and collaboration activities encouraged by the government to facilitate entrepreneurs' access to new resources and opportunities.	IP10
		- Involvement of the entrepreneurial community in government decision making and policy formulation processes.	IP11
		- Support the formation of entrepreneurs' associations as a forum for sharing knowledge and experience.	IP12
	Promotion and marketing dimensions	- Government efforts to promote products and services from entrepreneurial businesses locally and internationally.	IP13
		- Government partnership with the private sector in the center of marketing and promotion of entrepreneurial products.	IP14
		- Increased market access and increased sales through opening access to foreign markets and reducing trade barriers.	IP15
Owner Characteristics (KP) are characteristics or traits inherent in business owners that influence the way they manage and run their business. These characteristics can include various things, such as personality, attitudes, skills, and	Personality dimensions	- Self-confidence and optimism	KP1
		- Openness to new experiences	KP2
		- Discipline in managing time and tasks	KP3
		- Courage in facing risks	KP4
		- Perseverance and resilience in overcoming obstacles	KP5
		- Focus on detail and accuracy	KP6
	Dimensions of business skills	- Knowledge of industry and target market	KP7
		- General management skills, such as planning, organizing, and controlling	KP8
		- Marketing and sales skills	KP9
		- Financial and accounting skills	KP10
		- Skills in communication and negotiation	KP11

Variable	Dimensions	Indicator	Notation
personal values (Hastiyanto, 2019; Setyawati et al., 2019; Syiraf & Hidayat, 2022).	Dimensions of motivation and goals	- Intrinsic motivation (e.g., satisfaction with achievement, autonomy, and growth)	KP12
		- Extrinsic motivation (e.g., financial gain, recognition, and social status)	KP13
		- Long term vision for the business	KP14
		- Awareness of business goals and personal goals	KP15
	Social dimensions and interpersonal relationships	- Effective verbal and nonverbal communication skills	KP16
		- Skills in building and maintaining customer relationships	KP17
		- Good leadership and influence skills	KP18
		- Ability to work with a team and manage conflict	KP19
		- Ability to build and maintain business networks	KP20
	Dimensions of integrity and ethics	- Honesty and trust	KP21
		- Ethics in business, including social and environmental responsibility	KP22
		- Consistency between words and actions	KP23
		- Awareness of employee rights and welfare	KP24
	Entrepreneurial Orientation (OK) is an attitude or mentality that involves the ability of an individual or organization to identify, evaluate and exploit business opportunities (Covin & Slevin, 2019; Lumpkin & Dess, 2019; Rauch et al., 2019).	Initiative (Initiative)	- Level of courage and readiness to take risks
- Ability to identify new opportunities			OK2
- Willingness to take proactive steps			OK3
Courage to fail (Risk taking)		- Level of tolerance for failure in experimentation and innovation	OK4
		- Ability to learn from failure and pursue new endeavors	OK5
Orientation to opportunities (Opportunity orientation)		- Ability to identify and evaluate business opportunities	OK6
		- Sensitivity to market trends and changes in the business environment	OK7
		- Willingness to take steps to take advantage of these opportunities	OK8
Creativity and innovation (Creativity and innovation)		- Ability to think "out-of-the-box" and generate new ideas	OK9
		- Availability of resources and support for the implementation of innovative ideas	OK10
		- Fairness in rewarding individual and team creative contributions	OK11
		- Ability to adapt to changes in the business environment	OK12
Flexibility and adaptability (Flexibility and adaptability)		- Flexibility in changing strategies and tactics as needed	OK13
		- Learning and the ability to change quickly and effectively	OK14
Business Performance (KU) is a measure or evaluation of the results or achievements of a business in achieving predetermined goals or targets (Anderson et al., 2019; Ittner & Larcker, 2023; Kaplan & Norton, 2019).	Finance	- Income (revenue)	KU1
		- Net profit (net profit)	KU2
		- Return on Investment (ROI)	KU3
		- Return on Equity (ROE)	KU4
		- Sales growth (sales growth)	KU5
		- Rate of return on investment (investment return)	KU6
	Operational	- Operational efficiency (operational efficiency)	KU7
		- Productivity level (productivity level)	KU8
		- Number of defective products (number of defective products)	KU9
		- Product completion time (product lead time)	KU10
	Customer	- Level of customer satisfaction (customer satisfaction)	KU11
		- Customer loyalty (customer loyalty)	KU12
		- Market share (market share)	KU13
		- Brand image (brand image)	KU14
	Human Resources	- Employee attendance rate (employee attendance)	KU15
		- Level of employee satisfaction (employee satisfaction)	KU16
		- Employee retention rate (employee retention)	KU17
		- Employee productivity level (employee productivity)	KU18
	Innovation	- Number of new ideas developed (number of new ideas)	KU19
		- Frequency of new product launches	KU20
		- Level of use of new technology (level of adoption of technologies)	KU21



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