



Entrepreneurial Orientation on Small and Medium Performance: The Role of Religiosity as Moderator

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ABSTRACT

This study was to analyze the effect of entrepreneurial orientation on the performance of small and medium enterprises (SMEs), as well as how religiosity moderate these relationships. The population was all managers or owners of SMES in the commodity of superior business products/services in Pesisir Selatan Regency. The sampling technique used a non-probability approach, namely the purposive sampling. In the data analysis, 240 samples were used as a sample size. The Smart-PLS software is used in this study to perform variance-based structural equation modeling (VB-SEM). The findings show that (i) entrepreneurial orientation has a positive and significant effect on SME performance, (ii) In these relationships, the role of religiosity as a moderator is not supported. The managerial implications will be discussed later.

ABSTRAK

Penelitian ini bertujuan untuk menguji pengaruh orientasi kewirausahaan pada kinerja usaha kecil dan menengah (UKM) yang dimoderasi oleh religiusitas. Populasi dalam penelitian ini adalah seluruh pimpinan atau pemilik dari UKM pada komoditas produk/jasa usaha unggulan di Kabupaten Pesisir Selatan. Teknik Pengambilan sampel menggunakan pendekatan non-probabilitas yaitu sampel bertujuan. Jumlah sampel yang digunakan dalam analisis data sebanyak 240 sampel. Penelitian ini menggunakan pendekatan variance-based structural equation modeling (VB-SEM) menggunakan software Smart-PLS. Temuan penelitian ini menunjukkan bahwa (i) orientasi kewirausahaan berpengaruh positif dan signifikan pada kinerja UKM, (ii) religiusitas tidak signifikan memoderasi pengaruh orientasi kewirausahaan terhadap kinerja UKM. Implikasi manajerial dalam penelitian ini didiskusikan kemudian.

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INTRODUCTION

Small and Medium Enterprises (SMEs) have a strategic role in advancing the Indonesian economy. SMEs also contribute significantly to Indonesia's Gross Domestic Product (GDP). Behind the fairly good contribution of SMEs to the national economy, SMEs still have limitations in various ways, such as the limited ability of SMEs to access and utilize information which has an impact on problems promoting products and distribution. Likewise in the form of products offered still have a low level of innovation. Some SMEs also seem to still find it difficult to find the target market, so that some small businesses sometimes change their type of business in the middle of the road. In addition, SME actors also pay less attention to customer relationships (Salahudin et al. 2018). These limitations not only hinder the growth of SME performance, but also weaken the competitiveness of SMEs (Lantu et al. 2016)

This phenomenon of SME performance can be observed from various regions throughout Indonesia, especially areas where economic growth is driven by the SME sector, such as Pesisir Selatan Regency. Some of the leading sectors run by SMEs in this area include snacks, chips and the like, embroidery and embroidery businesses, furniture, printing, and others (Bank Indonesia, 2012). Although regional superior commodities have existed for a long time, business performance growth tends to experience an increase in business, which is still considered low. This can be seen from the number of output values of small and medium industries that have decreased from year to year (Wardi, et al. 2017). Based on this phenomenon, it shows that SME actors in Pesisir Selatan Regency are suspected of not having an entrepreneurial orientation which is characterized by innovation, proactivity, and the courage to take risks. Theoretically, entrepreneurial orientation has an important role in improving the performance of SMEs (Boso, *et al.* 2013; Wales *et al.* 2021).

In addition, religiosity is also needed in improving the performance of SMEs. According to (Amaliah, *et al.* 2015), with religiosity, someone who is religious should always try to do his best and not violate the rules in behaving and behaving in every activity, namely in accordance with the norms and rules that have been regulated in his religion. Religiosity has an effect as a motivation in encouraging individuals to carry out an activity, because the actions taken with the background of religious beliefs that are considered to have chastity, and obedience Cooper, *et al.* (2002) in (Irfani et al. 2016).

On the background of the problem above, the researchers are interested in examining more deeply the role of religiosity as a moderator. The relationship between entrepreneurial orientation on the performance of SMEs in Pesisir Selatan Regency This research is also expected to be a reference and study material for further researchers, especially for researchers who are interested in exploring the role of religiosity as a moderating variable.

LITERATURE REVIEW

The concept of small and medium-scale enterprises (SMEs)

Small and Medium Enterprises are productive economic enterprises run by individuals or business entities that are not owned, controlled, or become part of a small or large business entity. This theory refers to Law no. 20 of 2008 concerning Small and Medium Enterprises. Small Business is a productive economic business that stands alone, which is carried out by individuals or business entities that are not subsidiaries or not branches of companies that are owned, controlled, or become a part either directly or indirectly of a medium or large business with the criteria as stipulated in Constitution. Meanwhile, Medium Enterprises are productive economic businesses that stand alone, which are carried out by individuals or business entities that are not subsidiaries or branches of companies that are owned, controlled, or become part of either directly or indirectly with Small Businesses or large businesses with total net assets. or annual sales proceeds as regulated by law.

Performance of small and medium scale enterprises (SMEs)

According to Wu (2009), "Performance is a measure of how well a mechanism, process achieves its purpose". This means that performance is a measure of how well a mechanism or process of achieving a goal is. Meanwhile, according to (Aminu and Shariff 2015), "SMEs performance can be seen as how the firm provides value to its stakeholders such as owners, customers, society and even government". Performance can be measured objectively or subjectively, regarding absolute and relative value to competitors and expectations in the company (Pehrsson 2016). There are several combinations where the presence of some provisions and the absence of others will lead to company performance (Madanoglu, Kizildag, and Ozdemir 2018). Company performance can be caused by CEO factors that are difficult to develop externally, such as intelligence, personality, knowledge and skills that are not taught (Lindorff and Jonson 2013). Company performance can also be measured in terms of short-term and long-term stock performance and operating performance related to announcements (Chen, Lin, and Tsai 2018).

Entrepreneurial orientation

Entrepreneurial orientation can be manifested in a system of interrelated relationships and meanings of entrepreneurial elements, which consist of risk taking, proactive, and innovative (Gupta 2015). Entrepreneurial orientation is a multidimensional concept, meaning strategic style at the company level and strategic orientation in terms of corporate decision making and entrepreneurial practice (Lan and Wu 2010). Entrepreneurship orientation also implies a company's strategic orientation to enter new markets by providing new products and services (Khalili, nejadhussein, and Fazel 2013). The importance of having an entrepreneurial orientation in running a business has been proven in several previous studies. Therefore, the researcher proposes the following hypothesis:

H1: *Entrepreneurial orientation has a significant and positive effect on the performance of SMEs.*

Religiosity

Religiosity indicates the extent to which a person is involved in his or her religion and the extent to which a person integrates religion or refers to transcendence in everyday life (Saroglou 2010). According to (Gursoy, Altinay, and Kenebayeva 2017) religiosity is the most sacred and valuable treasury of values for society. As a collection of cultural and spiritual systems of world views, beliefs, values and norms, religiosity is an important component of most people's lifestyles (Podgornyi 2012). According to (Alhouti et al. 2015) Religiosity refers to the level of public trust in the presence of God in every aspect of their lives. Religiosity can be defined as a set of behaviors and practices based on certain beliefs (Olowookere 2014). A religious person will try to always obey the teachings of his religion, try to learn his religious knowledge, perform his religious rituals, believe in his religious doctrine and feel religious experiences (Risnawita & Ghufon, 2010 in Irfani et al. 2016). Based on this previous research, this research proposes The hypothesis is as follows:

H2: *Religiosity moderates the relationship between entrepreneurial orientation and SMEs performance.*

METHOD

This type of research is included in causative research. According to (Sugiyono 2016) causative research is research that aims to determine the relationship between two or more variables. The research was conducted in the south coast district with all the leaders or owners of smes in the area as the research population. The sample used in the study was taken with a approach non-probability sampling with purposive sampling technique, namely the sampling technique based on the objectives with the sample criteria being smes that have been operating for at least 3 years, having more than 4 employees, and the criteria of smes according to law No. 8 of 2008 concerning micro, small, and medium enterprises.

Determination of the sample size in this study using the approach proposed by slovin with a sampling error rate of 5%. The amount of data analyzed was 240 samples. The type of data source in this study uses primary data, namely data collected directly from the main source, namely respondents through questionnaires with a 5-point scale. The data analysis technique in this study uses variance based structural equation modeling (vb-sem) with smartpls software 3.

Operational measurement and definition

Entrepreneurial orientation

Orientation is defined in accordance with the development of research in the field of strategic management which is experiencing a shift in "the entrepreneurial process, in which the methods, practices, and decision-making styles of managers use entrepreneurial actions" (Lumpkin and Dess 1996). To measure entrepreneurial orientation using 5 dimensions/indicators that have been tested by Boso, *et al.* (2013), i.e innovation, courage to take risks, proactiveness, aggressiveness, and autonomy.

Religiosity

Religiosity is the level of a person's belief in believing in a religion accompanied by the level of knowledge of his religion that is reflected in the practice of religious values that is by complying with the rules and carrying out obligations with sincerity. According to (Hunjra et al. 2021) there are several indicators of religiosity i.e, Islam helps me live a better life, saying prayers really helps me, I believe that Allah helps me, I read the Quran to get inspiration and motivation, I regularly do Qiamullail (such as praying/reading Al-Quran/midnight prayer), I pray 5 times a day in the mosque regularly, I regularly spend part of my monthly income on charity/shadaqah, I fast throughout the month of Ramadan, I perform the five prayers times a day, I carry out the obligation of zakat fitrah every year, I carry out the obligation of zakat maal every year.

SMEs performance

Business performance is the work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics. In this study, to measure the performance of SMEs in Pesisir Selatan Regency using indicators from (Hooley et al. 2005) i.e, customer performance, market performance, financial performance.

Data Analysis

Questionnaire distributed to owners or managers of SMEs in Pesisir Selatan Regency has met a minimum sample of 240 samples. Based on the results of the analysis of the respondent's profile, it shows that based on gender, the most respondents who filled out the questionnaire were 161 people or 67.08% were male respondents. The remaining 79 people or 32.92% were female respondents. Based on the age of the largest respondents aged 40-56 years as many as 157 people with a percentage of 65.83%. Based on the education of the most small and medium business actors with equivalent high school education, as many as 138 people out of 240 respondents in this study or 57.5% of respondents. Based on the type of industry the most is the type of trading industry with a percentage of 88.75% or 213 people from 240 respondents. Based on the number of employees, the highest number of employees is 5-19 people with a percentage of 72.08% or 173 people out of 240 respondents. Based on the age of the company, the dominant respondent has a company age of 3-10 years with a percentage of 60% or 144 people from 240 respondents. Based on the number of sales per year that the number of sales per year the most respondents are 300 million to 500 million, namely 202 respondents or 84.17% and the least is <300 million as many as 5 respondents or only 2.08% Based on the number of respondents' assets, the largest number of respondents was in total assets, namely 50 to <500 million with a percentage of 776.25% or 183 people from the total respondents.

RESULT AND DISCUSSION

Measurement model

Data analysis in hypothesis testing uses a variance-based structural equation modeling (VB-SEM) with smart-PLS 3.2.7 application. The results of the analysis will be displayed in the form of a measurement model and a structural model as suggested by (Hair, et al. 2019). First, measurement model test result includes the test convergent validity, visible from the value loading factor for each indicator in the construct with the 'rule of thumb', the value loading factor must be more than 0.6 or preferably above 0.7, and the average variance extracted value. (AVE) must be greater than 0.5 (Hair et al., 2019; Susanto, et al., 2020). Furthermore, the value of Cronbach's omission and composite reliability to test the reliability of the value must be greater than 0.7 for each construct. Then, test the discriminant validity for the correlation between constructs compared to the AVE value.

Based on the results of the analysis of the measurement model, it shows that the value factor loading required of 0.60 must be fulfilled as a statistical feasibility requirement of the question item used in further analysis. The results show that all indicators in this study are declared valid because each indicator has met the minimum requirements for loading factors > 0.60. Then, the AVE value is greater than 0.5, this has met convergent validity. Then, the value of Cronbach's omission and composite reliability is greater than 0.7, so this indicates that all constructs in this study are reliable.

Table 1. Summary Of Results Measurement Models Validity And Reliability

| Construct | Loading Factors | Cronbach's Alpha | Composite Reliability | AVE |
|-----------------------------|-----------------|------------------|-----------------------|-------|
| Smes Performance | 0,714-0,872 | 0,916 | 0,932 | 0,633 |
| Entrepreneurial Orientation | 0,689-0,848 | 0,960 | 0,964 | 0,610 |
| Religiosity | 0,712-0,855 | 0,944 | 0,952 | 0,644 |

Source: smartPLS(2021)

Then, the results of the test *discriminant validity* show that the correlation between constructs is with the diagonal value of the square root of AVE, which is below the correlation value between constructs. Based on the results of the analysis that the AVE square root value is higher than the correlation value, it can be concluded that the estimated model is valid because it has met the criteria *discriminant validity*.

Table 2. Discriminant Validity Test Results- Cross Loading

| | Efek Moderasi 1 | SMEs Performance | Entrepreneurial Orientation | Religiosity |
|------|-----------------|------------------|-----------------------------|-------------|
| EO1 | -0,044 | 0,836 | 0,844 | 0,234 |
| EO10 | 0,029 | 0,749 | 0,799 | 0,261 |
| EO11 | 0,012 | 0,690 | 0,755 | 0,225 |
| EO12 | 0,021 | 0,771 | 0,813 | 0,273 |
| EO13 | -0,003 | 0,723 | 0,794 | 0,201 |
| EO14 | -0,060 | 0,724 | 0,795 | 0,249 |
| EO15 | 0,025 | 0,726 | 0,784 | 0,266 |
| EO16 | -0,117 | 0,742 | 0,797 | 0,262 |
| EO17 | -0,029 | 0,756 | 0,801 | 0,278 |
| EO2 | 0,018 | 0,821 | 0,829 | 0,243 |
| EO3 | -0,018 | 0,875 | 0,888 | 0,240 |
| EO4 | -0,029 | 0,790 | 0,792 | 0,315 |

| | | | | |
|----------------------------------|--------------|--------------|--------------|--------------|
| EO5 | 0,011 | 0,839 | 0,848 | 0,286 |
| EO6 | -0,104 | 0,750 | 0,781 | 0,300 |
| EO7 | -0,096 | 0,737 | 0,769 | 0,301 |
| EO8 | -0,082 | 0,689 | 0,689 | 0,273 |
| EO9 | -0,011 | 0,650 | 0,713 | 0,180 |
| FP1 | -0,043 | 0,833 | 0,789 | 0,237 |
| FP2 | -0,006 | 0,816 | 0,806 | 0,264 |
| FP3 | -0,002 | 0,872 | 0,843 | 0,235 |
| FP4 | -0,012 | 0,788 | 0,757 | 0,310 |
| FP5 | 0,011 | 0,839 | 0,838 | 0,286 |
| FP6 | -0,104 | 0,750 | 0,731 | 0,300 |
| FP7 | -0,096 | 0,737 | 0,719 | 0,301 |
| FP8 | -0,078 | 0,714 | 0,695 | 0,299 |
| Entrepreneurial Orientation * | 1,000 | -0,049 | -0,035 | -0,007 |
| Religiosity | | | | |
| RG1 | -0,001 | 0,286 | 0,251 | 0,855 |
| RG10 | -0,011 | 0,336 | 0,321 | 0,841 |
| RG11 | -0,028 | 0,277 | 0,290 | 0,787 |
| RG2 | -0,024 | 0,299 | 0,293 | 0,847 |
| RG3 | -0,016 | 0,267 | 0,250 | 0,838 |
| RG4 | -0,006 | 0,236 | 0,225 | 0,790 |
| RG5 | -0,010 | 0,331 | 0,315 | 0,865 |
| RG6 | 0,007 | 0,249 | 0,210 | 0,767 |
| RG7 | 0,015 | 0,215 | 0,189 | 0,766 |
| RG8 | -0,006 | 0,239 | 0,223 | 0,712 |
| RG9 | 0,021 | 0,299 | 0,301 | 0,743 |

Source: smartPLS(2021)

Structural Model

Testing focuses on the relationship between constructs or hypothesis testing by looking at the results of the analysis of the values *path coefficient* as presented in Table 3.

Table 3. the results of the structural model to test the hypothesis

| Construct | Sample Mean | Standard Deviation | t Statistics | p Values |
|--|----------------|-----------------------|--------------|--------------|
| H1: Entrepreneurial Orientation -> SMEs Performance | 0,963 | 0,007 | 133,200 | 0,000 |
| H2: Moderation effect 1 -> SMEs Performance | -0,013 | 0,012 | 1,109 | 0,268 |

Source: smartPLS(2021)

Table 3. shows the results of hypothesis testing for the relationship direct and indirect. Hypothesis testing results 1 show that the entrepreneurial orientation of the positive and significant effect on the performance

of SMEs with coefficient of 0.963 and p values 0.000 value. While Statistics of 133.200, and are greater than the value of the t-table, so that the first hypothesis is accepted. Furthermore, testing the indirect relationship, namely the moderating effect of religiosity. Based on the H2 test above, the t-statistic value of the indirect effect of entrepreneurial orientation on the performance of SMEs through moderation of religiosity is t-statistics $1.109 < t\text{-table } 1.96$. The results of this study found that religiosity was not proven as a moderating variable in the influence of entrepreneurial orientation on the performance of SMEs, so it resulted in a negative and insignificant relationship, so H2 was rejected.

DISCUSSION

Entrepreneurial orientation on the performance of SMEs

Testing hypothesis 1 shows that entrepreneurial orientation has a significant and positive influence on the performance of SMEs. This finding is in line with previous research conducted by (Wardi et al. 2017). This shows that entrepreneurial orientation is important in improving the performance of SMEs in Pesisir Selatan Regency. Research conducted by (Buccieri, Javalgi, and Cavusgil 2020) Entrepreneurship orientation supports and simultaneously encourages business performance so that the tendency to take risks in committing resources and pursuing exploratory and exploitative innovations. And research (Buli 2017) also shows the results that entrepreneurial orientation has a positive influence on the performance of SMEs. Statistically, entrepreneurial orientation has a coefficient that has a positive effect on the performance of SMEs. This means that the better the entrepreneurial orientation carried out by SMEs in Padang, the performance of SMEs will increase. Vice versa, the lower the entrepreneurial orientation, the performance of SMEs will decrease.

The role of religiosity as a moderator

The results of testing hypothesis 3, the role of religiosity does not significantly moderate the relationship between entrepreneurial orientation and SME performance. So it can be said that religiosity has a negative effect on entrepreneurial orientation means that religiosity does not have an impact on the relationship between entrepreneurial orientation and SME performance. The results of this study are in accordance with the opinion of (Kitigin 2017) which explains that entrepreneurial orientation is associated with the availability of important resources to be used as reasonable opportunities and high levels of success and failure. In general, a business with a religious person will perform lower in the level of risk taking than a business managed by a non-religious person. One of them is because religious managers choose to hold low levels of debt to minimize the risks they take. It doesn't stop there, because religiosity in risk-taking behavior is driven by their extrinsic or intrinsic religiosity. A person's religiosity, however, does not always come from within themselves but also from the social circle which is proven to have an impact on a person's attitude in viewing the risk (Cheong 2018).

CONCLUSION

Based on the results of the discussion on the effect of entrepreneurial orientation on the performance of SMEs in the southern coastal district with religiosity as a moderating variable, it can be concluded that entrepreneurial orientation has a positive and significant effect on the performance of SMEs at Pesisir Selatan Regency. That is, the higher the level of entrepreneurial orientation possessed by SMEs, the higher the level of performance produced by SMEs at Pesisir Selatan Regency. On the other hand, if the level of entrepreneurial orientation is low, then the performance level of SMEs in Pesisir Selatan Regency will also be low. Furthermore, religiosity does not moderate the influence between entrepreneurial orientation and the performance of SMEs at Pesisir Selatan Regency. This shows that the religiosity of SME owners is unable to strengthen the influence of entrepreneurial orientation on the performance of SMEs at Pesisir Selatan Regency.

SUGGESTIONS

Based on the conclusions above, the suggestions that the author can give to SMEs in Pesisir Selatan Regency are SMEs in Pesisir Selatan Regency should be able to improve the entrepreneurial orientation given especially to innovation because whatever business sector is engaged in by UKM actors should be able to create an atmosphere and innovative actions in encouraging better business performance, proactive in seeking and exploiting existing business opportunities. Have the courage to take business risks as well as autonomy and be aggressive in competing. This is in order to improve the performance of SMEs in Pesisir Selatan Regency.

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