



## Organizational culture on of small and medium performance: the role of entrepreneurial orientation as mediator

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### ABSTRACT

*This study examines the influence of organizational culture on the performance of small and medium enterprises (SMEs) mediated by entrepreneurial Orientation. All leaders or owners of SMEs in the commodity of superior business products/services in Pariaman City are the population in this study. The sampling technique used a non-probability approach, namely the purposeful sampling technique. The number of samples used in the data analysis was 218, but only 202 met the requirements. Using Smart-PLS software, this study uses a variance-based structural equation modeling (VB-SEM) approach. The findings of this study indicate that (i) organizational culture has a positive and significant effect on the performance of SMEs, (ii) organizational culture has a positive and significant effect on entrepreneurial Orientation, (iii) entrepreneurial Orientation has a positive and significant effect on the performance of SMEs, (iv) organizational culture has a significant effect on the positive and significant impact on the performance of SMEs through entrepreneurial Orientation. The managerial implications of this research are discussed later.*

### ABSTRAK

Penelitian ini bertujuan untuk menguji pengaruh budaya organisasional pada kinerja usaha kecil dan menengah (UKM) yang dimediasi oleh orientasi kewirausahaan. Seluruh pimpinan atau pemilik dari UKM pada komoditas produk/jasa usaha unggulan di Kota Pariaman menjadi populasi dalam penelitian ini. Teknik Pengambilan sampel menggunakan pendekatan non-probabilitas yaitu dengan teknik sampel bertujuan. Jumlah sampel yang digunakan dalam analisis data sebanyak 218 sampel, namun yang hanya memenuhi syarat sebanyak 202 sampel. Penelitian ini menggunakan pendekatan variance-based structural equation modeling (VB-SEM) menggunakan software Smart-PLS. Temuan penelitian ini menunjukkan bahwa (i) Budaya organisasional berpengaruh positif dan signifikan terhadap kinerja UKM, (ii) Budaya organisasional berpengaruh positif dan signifikan terhadap orientasi kewirausahaan, (iii) Orientasi kewirausahaan berpengaruh positif dan signifikan terhadap kinerja UKM, (iv) Budaya organisasional berpengaruh positif dan signifikan terhadap kinerja UKM melalui orientasi kewirausahaan. Implikasi manajerial dalam penelitian ini didiskusikan kemudian.



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## INTRODUCTION

As a developing country, Indonesia has high economic potential, where this potential is starting to be noticed by the international community and will be included in the list of 10 countries with the largest economies in the world (Mukaromah, 2020). For this to happen, 3 main sectors support Indonesia's economic growth, including Processing, Trading, and Construction (Elena, 2021). In the trade sector, SMEs are one of the foundations essential in encouraging Indonesia's economic growth. With the existence of SMEs, unemployment due to the labor force that is not absorbed in the world of work is reduced.

SMEs are one of the sectors that contribute to the economy in Pariaman City. In 2017 the number of SMEs in Pariaman City was 524, and in 2020 the number of SMEs decreased by 8.59%. The Department of Industry, Trade, Cooperatives, Small & Medium Enterprises of Pariaman City said that many SMEs in Pariaman City stopped midway or went bankrupt. This was due to the Covid-19 outbreak, which hampered the distribution of goods, resulting in a decline in the economy. The impact of the Covid-19 pandemic on SMEs is believed to be greater due to the high level of vulnerability and lack of resilience due to limited human resources, suppliers, and options for changing business models (Yurianto, 2020). KemenkopUMKM explained that there were around 37,000 MSMEs who reported that they were very seriously affected by this pandemic, which was marked by around 56 percent reporting a decline in sales, 22 percent reporting problems in the financing aspect, 15 percent reporting problems with distribution of goods, and 4 percent reporting difficulties in getting them. raw materials (Thaha, 2020).

An organizational culture is an important tool in improving company performance, improving operational and process efficiency, and supporting organizational strategy (Akpoviroro & Akanmu, 2021). In the SME sector, one of the most dominant influences on the company's performance itself is in the organizational culture sector (Nuryanto, 2012). According to Wiley & Sons (2006), organizational culture is a set of enduring beliefs, values, and assumptions that describe organizations and their partners. Research conducted by Hogan & Coote (2014) shows a significant relationship between organizational culture and company performance. This has implications for theory and practice, especially building an organizational culture in professional service companies that encourages innovative behavior. In addition, research conducted (Purnata & Suardikha, 2019) states that organizational culture has a positive and significant effect on the company's financial performance in Small and Medium Enterprises (SMEs). The higher the application of organizational culture, the more financial performance generated by the company increases.

Not a few SMEs in Pariaman city went bankrupt due to low organizational culture, this can be proven by the many SMEs in Pariaman city that do not apply organizational culture such as formal rules and policies to every SME employee which makes SME management uncontrolled and structured. Based on the results of interviews with 10 SME owners, information was obtained that in the work process the employees only followed orders spoken directly by the SME owners. But on the other hand, employees take actions that affect the performance of SMEs such as being late for work and being lazy. This happens because there is no formal policy made by SME owners. Then there is still a lack of human resource development, teamwork, employee commitment, and concern by SME owners. SME owners often think that this is not important. If an SME owner always coordinates or evaluates his employees, then there is a strong relationship between SME owners and their employees so that the performance of SMEs is not optimal.

In addition to organizational culture, a factor that affects the performance of SMEs is entrepreneurial Orientation. Entrepreneurial Orientation is considered as an important driver in the sustainable growth and performance of SMEs (Wahyu & Ranto, 2016). Entrepreneurial Orientation is a strategy formation process by making organizations have entrepreneurial-based actions and decisions (Ie & Pratama, 2019). Entrepreneurial Orientation is touted as a pioneer in realizing sustainable and highly competitive economic growth for companies. Entrepreneurial-oriented companies constantly

strive to produce innovative new products and dare to face risks. Entrepreneurial Orientation is seen as having the ability to improve a company's performance.

According to Ie & Pratama (2019), entrepreneurial Orientation can help companies find and exploit opportunities where competitors cannot take risks and introduce new products to achieve sustainable excellence. This shows that small businesses that want to improve their performance must have a strong entrepreneurial orientation. As mentioned earlier, one of the causes of small business failure is poor management. Meanwhile, every effort in its management to achieve effective and efficient results requires the application of management principles and the role of the leader or entrepreneur to carry out the main functions of management to achieve the desired business success. Entrepreneurial Orientation plays a fully mediating role where organizational culture in a company can affect its financial growth, i.e., organizational culture has no direct effect on performance (Khedhaouria *et al.*, 2020). From the explanation of the background above, the authors are interested in studying. Further, SMEs' performance in Pariaman City is seen from several aspects with the title **"Organizational Culture on of Small and Medium Performance: The Role of Entrepreneurial Orientation as Mediator."**

## LITERATURE REVIEW

### **The concept of Small and Medium Enterprises (SMEs)**

According to Law Number 20 of 2008 concerning Micro, Small, and Medium Enterprises defines SMEs as productive economic businesses that stand-alone, which are carried out by individuals or business entities that are not subsidiaries or not branches of the company. Owned, controlled, or become part either directly or indirectly of a medium or large business that meets the criteria of a Small Business as referred to in this law (Wardi & Susanto, 2015). *The Small Business Administration* (SBA) in (Susanto 2012) defines SMEs as companies run and owned independently, not dominant in an industry.

### **Performance of Small and Medium Scale Enterprises (SMEs)**

Gumirlang & Audita (2012) say that business performance is a function of company activities' results. Internal and external factors influence the results of company activities to achieve the goals set within a certain period. Performance measurement (*performance*) is an effort so that resources can be used effectively and provide guidance for strategic decisions about the organization's development in the future. While Aminu and Shariff (2015) explain, "*SMEs performance can be seen as how the firm provides value to its stakeholders such as owners, customers, society and even government.*" According to him, the performance level of an SME can be seen from how the company provides value to stakeholders such as owners, customers, society, and the government. Performance can be measured objectively or subjectively, regarding absolute and relative values 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 (Madanoglua, Kizildagb, & Ozdemir, 2018).

### **Organizational Culture**

Hartnell *et al.* (2011) argue that culture represents shared values, beliefs, and norms that assist organizational members in integrating, adapting, coordinating their activities, and responding to other interests. At the same time, Helmawati *et al.* (2017) stated that organizational cultures are norms and habits accepted as truth by everyone in the organization. Organizational culture becomes a standard reference among humans in interacting within the organization. Furthermore, Siswanto (2015) states that organizational culture is a variety of chronic characteristics that affect groups of people in their environment. Organizational culture functions as a facilitator for the growth of a shared community as a meaning-making and control mechanism that guides and shapes the attitudes and behavior of organizational members so that the formation of an excellent organizational culture results in high performance for SMEs (Hoiron *et al.*, 2018). Thus, organizational culture is considered a company's way

of life that distinguishes it from similar companies. SMEs have an organic culture more than large organizations (Tidor *et al.*, 2012).

According to (Hoque, 2018) Organizational culture has been described by various academics in various ways. Organizational culture can be expressed as an outline of the basic shared assumptions that a group learns as it resolves the complications of internal incorporation and external acclimatization, which have functioned well enough to be considered valid and consequently, to be given to new members as the correct way to think, feel and feel. Understand from the perspective of these complications. Then Khedhaouria *et al.* (2020) define organizational culture as beliefs and expectations that produce norms that strongly influence the behavior of individuals and groups in an organization. In this sense, organizational culture can be considered necessary for superior company performance.

### **Entrepreneurial Orientation**

Entrepreneurial Orientation is the process of a vision, change, and application of energy and enthusiasm to create and implement new ideas and creative solutions (Djodjobo & Tawas, 2014). (Knight, 2000:14). Entrepreneurial Orientation is a multidimensional concept which means that strategic style at the company level and strategic Orientation in entrepreneurial practice and corporate decision making (Setiadi, 2015). Then the Entrepreneurial Orientation can be defined as a system of interrelated relationships and meanings of entrepreneurial elements, which consist of risk-taking, proactive, and innovation (Gupta, 2015).

I.e., & Pratama (2019) argue that entrepreneurial Orientation is defined as forming strategies by making organizations have actions and decisions based on entrepreneurship. Entrepreneurial Orientation also reflects the extent to which the company recognizes and exploits untapped opportunities as an organizational principle within the company (Nuvriasari *et al.*, 2018).

## **METHOD**

The type of research used in this research is causative descriptive research. The population in this study were all leaders or owners of SMEs in Pariaman City. While the number of samples in this study was determined by method *non-probability sampling*. The technique used was *purposive sampling* so that 218 samples were obtained, but only 202 samples met the requirements. The analytical technique used is SEM analysis using smart PLS3.

### **Operational Measurement and Definition**

#### ***SME Performance (Y)***

The performance of SMEs is a result of work achieved by individuals or groups determined by the company during a specific period. In this study, to measure the performance of SMEs in Pariaman City using indicators from (Hooley *et al.*, 2005) as follows: Customer performance (*customer performance*), market performance (*market performance*), financial performance (*financial performance*).

#### ***Organizational Culture (X)***

Organizational culture is a set of beliefs, values, norms, habits, attitudes, and behavior of members in an organization that is created or developed by a group of people that becomes a common guide in conducting organizational interactions to solve internal and external problems, as well as being a differentiator between one organization and another. . In this study, to measure organizational culture in Kota Pariaman using research indicators (Cherchem, 2017), namely: Clan Culture, Hierarchical Culture.

#### ***Entrepreneurial Orientation (Z)***

Entrepreneurial Orientation is the Orientation of a person or organization as a business actor to implement an entrepreneurial process that includes innovative, proactive behavior, risk-taking, competitive aggressiveness, and high economic principles. This study measures the Entrepreneurial

Orientation in Pariaman City using research indicators (Boso *et al.* 2013), namely: Innovative, Proactive, Courage to Take Risks, Competitive Aggressiveness, Autonomy.

### Data Analysis

The questionnaires distributed to the owners or leaders of SMEs in Kota Pariaman were 218 questionnaires. The results of distributing the questionnaires contained 202 questionnaires that met the requirements to be used as research data. The remaining 16 questionnaires could not be used because they did not meet the requirements to be used as research data. Based on the results of the analysis of the characteristics of the respondents, it shows that based on gender, there are 130 people or 64.36% are male respondents. The remaining 72 people, or 35.64%, are female respondents. Based on age, the most significant proportion of respondents aged 21-39 years was 100 people, 49.51%. Based on the education of SMEs, most of them have equivalent high school education, as many as 110 people or 54.46%. Based on the type of industry, the most respondents are the trading industry with 77.23% or 156 people from 202 respondents. Based on the number of employees, SMEs have at most 5-19 employees with a percentage of 77.23% or 156 people from 202 respondents. Based on the age of the company, the most respondents were for 3 - 10 years, namely 94 respondents and the least, namely <3 years, namely 12 respondents. Based on the number of sales per year, most respondents are Rp. 300 million, - to Rp. 500 million, - with 141 respondents. Based on the number of respondents' company assets, the total assets are 50 million 500 million with a percentage of 64.36% or 130 people from 202 respondents and the least in total company assets > 1 billion as many as 5 respondents or 2.48%.

## RESULT AND DISCUSSION

### Measurement Model

Data analysis in hypothesis testing uses a approach *variance-based structural equation modeling* (VB-SEM) with smart-PLS 3.2.7 application. The analysis results will be displayed in the form of a *measurement model* and *structural models* suggested by Hair *et al.* (2019). First, the results of the measurement model test include the test of *convergent validity*, seen 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 alpha* and *composite reliability* to test the *reliability* 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 measurement model analysis, it shows that the value *factor loadings* required of 0.60 must be fulfilled as a condition for the statistical feasibility of the question items 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 more significant than 0.5, which has met *convergent validity*. Then, the value of *Cronbach's alpha* and *composite reliability* is more significant than 0.7, indicating that all constructs in this study are reliable. More detail can be seen in Table 1.

**Table 1. Summary of the results of the measurement model of the validity and reliability**

Construct	Cronbach's Alpha	Composite Reliability	AVE
Organizational Culture	0,928	0,938	0,581
SMEs Performance	0,923	0,937	0,651
Entrepreneurial Orientation	0,961	0,966	0,722

Source: Primary Data 2021

Then, the test discriminant validity results 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 analysis results 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*, as shown in Table 2.

**Table 2. Output cross-loadings**

	Organizational Culture	SMEs Performance	Entrepreneurial Orientation
BO 1	<b>0,707</b>	0,410	0,269
BO 11	<b>0,728</b>	0,406	0,273
BO 12	<b>0,708</b>	0,461	0,284
BO 2	<b>0,782</b>	0,455	0,419
BO 3	<b>0,764</b>	0,419	0,351
BO 4	<b>0,787</b>	0,458	0,307
BO 5	<b>0,814</b>	0,455	0,318
BO 6	<b>0,749</b>	0,383	0,289
BO 7	<b>0,788</b>	0,456	0,433
BO 8	<b>0,760</b>	0,505	0,444
BO 9	<b>0,790</b>	0,503	0,442
EO 10	0,418	0,445	<b>0,835</b>
EO 11	0,431	0,516	<b>0,909</b>
EO 13	0,413	0,491	<b>0,904</b>
EO 14	0,404	0,410	<b>0,811</b>
EO 15	0,291	0,479	<b>0,755</b>
EO 16	0,399	0,428	<b>0,832</b>
EO 2	0,422	0,433	<b>0,830</b>
EO 3	0,435	0,523	<b>0,914</b>
EO 5	0,430	0,487	<b>0,901</b>
EO 6	0,255	0,428	<b>0,729</b>
EO 8	0,426	0,519	<b>0,903</b>
Y1	0,415	<b>0,737</b>	0,380
Y2	0,513	<b>0,772</b>	0,406
Y3	0,440	<b>0,765</b>	0,435
Y4	0,475	<b>0,813</b>	0,430
Y5	0,493	<b>0,863</b>	0,488
Y6	0,490	<b>0,837</b>	0,499
Y7	0,449	<b>0,844</b>	0,436
Y8	0,519	<b>0,818</b>	0,484

Source: Primary Data 2021

### Structural Model

**Table 3. Results of the structural model for hypothesis testing**

	Mean	Standard Deviation (O/STDEV) (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Culture -> SMEs Performance	0,423	0,079	5,386	<b>0,000</b>
Organizational Culture -> Entrepreneurial Orientation	0,474	0,057	8,144	<b>0,000</b>
Entrepreneurial Orientation -> SMEs Performance	0,356	0,068	5,222	<b>0,000</b>
Organizational Culture -> Entrepreneurial Orientation -> SMEs Performance	0,168	0,035	4,684	<b>0,000</b>

Source: Primary Data 2021

The results of testing the first hypothesis indicate that the organizational culture variable with the performance of SMEs shows at the value of 5.386. This value is greater than the value of the t table (1.96). These results mean that there is a significant influence between organizational culture and the performance of SMEs. Furthermore, the results of testing the second hypothesis show that the organizational culture variable with an entrepreneurial orientation shows the at-count value of 8,144. This value is greater than the value of the t table (1.96). These results mean that there is a significant influence between organizational culture and entrepreneurial Orientation. Then the results of testing the third hypothesis indicate that the entrepreneurial orientation variable with the performance of SMEs shows a value of 5.222. This value is greater than the value of the t table (1.96). These results mean that there is a significant effect between Entrepreneurial Orientation and the performance of SMEs. Based on the results of the calculation of the coefficient of the indirect variable, the value *t-statistic* of the indirect influence of organizational culture on the performance of SMEs through entrepreneurial Orientation is  $4.684 > 1.96$ , with an original sample of 0.166, it can be concluded that organizational culture has a significant effect on the performance of SMEs through entrepreneurial Orientation in existing SMEs. In Pariaman City.

## Discussion

### Organizational culture on the SMEs Performance

The results of testing hypothesis 1 show that the organizational culture variable with the performance of SMEs shows at the value of 5.386. This value is greater than the value of the t table (1.96). These results mean that there is a significant influence between organizational culture and the performance of SMEs. This finding is also reinforced by research (Hogan & Coote, 2014) showing a significant relationship between organizational culture and company performance. This has implications for theory and practice, especially building an organizational culture in professional service companies that encourages innovative behavior. Furthermore, the research conducted by Southeast *et al.* (2016) proves the positive influence of organizational culture on company performance.

### Organizational Culture on the Entrepreneurial Orientation

The results of testing hypothesis 2 show that the organizational culture variable with an entrepreneurial orientation shows t- value of 8,144. This value is greater than the value of the t table (1.96). These results mean that there is a significant influence between organizational culture and entrepreneurial Orientation. The results of this study are in line with research conducted by (Khan & Ahmed, 2019) with the research title "*Organizational Culture and Entrepreneurial Orientation: Mediating Role of Entrepreneurial Leadership.*" The result of this research shows that *clan culture* has a significant relationship with entrepreneurial Orientation. Then Cherchem (2017), in his research, explains that *hierarchical culture* is one of the factors that can affect entrepreneurial Orientation.

### Entrepreneurial Orientation on the SMEs Performance

The results of testing hypothesis 3 show that the entrepreneurial orientation variable with the performance of SMEs shows t-count value of 5.222. This value is greater than the value of t table (1.96). These results mean that there is a significant effect between Entrepreneurial Orientation and the performance of SMEs. The results of this study are in line with research conducted by (Wardi & Susanto, 2015) that entrepreneurial Orientation has a significant positive effect on business performance. (Wardi *et al.* 2017) SME performance is influenced by entrepreneurial Orientation (innovation, proactiveness, risk-taking). Research conducted by Li *et al.* (2008) entrepreneurial orientation shows a strong relationship with performance. Furthermore, research conducted by Lim (2002), the results of this study indicate that entrepreneurial Orientation has a positive effect on company performance.

### Organizational Culture on SMEs Performance with Entrepreneurial Orientation as a Mediator

The results of testing hypothesis 4 indicate that the organizational culture variable has a significant effect on the performance of SMEs through entrepreneurial Orientation. Organizational culture owned by the company can have a direct influence on the level of performance of SMEs, but the influence will be better if the organizational culture owned is also followed by the influence of entrepreneurial Orientation indirectly, so that it can have a better influence on improving the performance of SMEs. This can be interpreted that the form of organizational culture in the company has an impact on entrepreneurial Orientation and will also be followed by an increase in the performance of these SMEs.

## CONCLUSION

Based on the results of the discussion on the influence of organizational culture on the performance of SMEs through entrepreneurial Orientation as a mediating variable in Pariaman City, it can be concluded that there is a direct and significant, and positive influence between organizational culture and company performance on SMEs in Pariaman City. This means that the better the organizational culture applied by the SME owners/leaders, the better the company's performance in SMEs in Pariaman City. There is a direct and significant, and positive influence between organizational culture and entrepreneurial Orientation on SMEs in Pariaman City. This means that the better the organizational culture applied by the owners/leaders of SMEs, the greater the entrepreneurial Orientation of SMEs in Pariaman City. There is a direct and significant and positive influence between Entrepreneurial Orientation and the performance of SMEs in Pariaman City. This means that the entrepreneurial Orientation applied is able to affect the level of company performance in SMEs in Pariaman City. There is an indirect and significant, and positive influence between organizational culture on the performance of SMEs through the entrepreneurial Orientation of SMEs in Pariaman City. This means that the entrepreneurial orientation variable is able to provide additional influence on the influence of organizational culture on the performance of SMEs in Pariaman City.

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