

FACTORS AFFECTING BUSINESS PERFORMANCE THROUGH KNOWLEDGE COMPETENCE AS A MEDIATION VARIABLE

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Submitted: 26-06-2023, Revised: 29-08-2023, Accepted: 31-10-2023

ABSTRACT

The purpose of this study was to determine the effect of entrepreneurial orientation and market orientation on business performance through knowledge competence as a mediating variable in Sunter culinary entrepreneurs. This study uses a non-probability sampling technique with a purposive sampling technique. The sample criteria include respondents who are culinary entrepreneurs in Sunter, North Jakarta. Then, business actors who have been running their business for more than 1 year. So, in this study researchers used 100 respondents. This study was analyzed using SmartPLS version 3.3.9. The results of the study show that entrepreneurial orientation and market orientation have a positive and significant effect on business performance. Knowledge competency can mediate the effect of entrepreneurial orientation and market orientation positively and significantly on business performance. entrepreneurial orientation and market orientation have a positive and significant effect on knowledge competence.

Keywords: *Entrepreneurial Orientation, Market Orientation, Business Performance, Knowledge Competence*

1. INTRODUCTION

Economic development in Indonesia cannot be separated from the role of the government, financial institutions and also business actors. As a policy regulator, the government is expected to be able to advance the world of Small and Medium Enterprises (SMEs) in financial institutions, both banking and non-banking actors, as well as those involved in business activities can utilize and implement these policies and all business activities can develop by encouraging economic development and reduce the unemployment rate in Indonesia.

Javier (2022) stated that according to the Central Statistics Agency (BPS), there were 8.40 million people unemployed in Indonesia in February 2022. Compared to February last year, this number had decreased by 350 thousand people. However, when compared to August last year, the number of unemployed people decreased by 700 thousand. Thus, Indonesia's Open Unemployment Rate (TPT) in February 2022 was 5.83 percent. Compared to last year, the percentage has decreased. In February 2021, the ROR was 6.26 percent. Abdullah (2021) stated that Small and Medium Enterprises (SMEs) have a strategic role in building the country's economy, SMEs play a very large role in the development of Indonesia's economic growth. In addition, SMEs also play a very important role in providing employment in Indonesia. Overall, the employment rate for small and medium enterprises is almost 97 percent. At the same time, looking at the total growth or increase in the workforce in Indonesia, which has reached 3 million people per year, the existence of SMEs has proven to be able to absorb half of the workforce, which totals 3 million people.

Wahyuni & Sara (2020) stated that in Indonesia, Small and Medium Enterprises (SMEs) are an important factor in socio-economic and domestic problems such as high poverty rates, unemployment, unequal distribution, uneven processes and urbanization problems with all

negative consequences. It can be interpreted that the existence and development of SMEs must make a significant contribution to solving these problems. This research indicates that the development of an industry that has taken place in Indonesia can also be seen in the improvement in business performance. Business performance is determined by internal capabilities and the role of the external environment. Internal factors and the role of the external environment, such as the role of government, consumer preferences and globalization, can influence business performance. The era of globalization marked by technological advances, uncertainty, changes in consumer preferences will demand an effort to protect oneself from competitive pressures. From a practitioner's point of view, questions are starting to arise regarding matters that are factors of successful business performance in the context of the SME industry in Indonesia. From a theoretical point of view, the question arises how the success of SMEs can be explained by models of entrepreneurial orientation, market orientation towards business performance through integrated knowledge competencies, entrepreneurial orientation, as well as market orientation in business performance (Wahyuni & Sara, 2020). Subsequent research explains that entrepreneurial orientation has a positive and significant impact on the business performance of companies without using knowledge competencies. This is in accordance with Kevin & Puspitowati's research (2020), the results of this study state that by implementing a good entrepreneurial orientation, companies can be encouraged to be brave in minimizing more risks, and to be brave in innovating and to be proactive in developing strategies against competitors. It can be interpreted that entrepreneurial orientation can influence business performance without using knowledge competence.

In running a business, many SMEs in Indonesia experience various kinds of obstacles. Wardi et al. (2017) stated that someone who dares to take risks in carrying out an entrepreneurial orientation is defined as someone who focuses on opportunities for success in a decision-making environment. Not daring to take risks is the reason that can separate companies with an entrepreneurial spirit or not. Of course, entrepreneurs who dare to take risks have the key to entrepreneurial orientation in improving their business performance. Yuliana & Pujiastuti (2018) in their research stated that several SMEs still have various external weaknesses, such as the inability to adapt to environmental influences. This affects SMEs which are wrong in carrying out market orientation by being influenced to sell culinary products that are already on the market in excess, which causes business performance to decline. The failure of SMEs in Indonesia is also caused by poor knowledge competence which is the cause and also the main factor that must be developed and owned by SMEs in carrying out entrepreneurial orientation and market orientation in SME businesses which always affect business management in entrepreneurial orientation and towards the market in market orientation. In the end the ability in knowledge competence will be a benchmark for the success of business performance in SMEs. Wahyuni & Sara (2020) state that a business with a high market orientation tends to increase knowledge competence. Market orientation is referred to as an organizational culture that always tries to understand customers to improve learning mechanisms that knowledge competence can increase. Meanwhile, market orientation also has a positive effect on the profitability of a business without using knowledge competence. Previous research also shows that there is a positive influence of market orientation on business performance without going through knowledge competencies (Hartanto & Handoyo, 2021). Subsequent research Anggraini & Suarjana (2017) stated in their research results, that in certain cases market orientation does not always have a significant effect on business performance. This is due to the low competency mastery of knowledge by SMEs regarding technology and management as well as market information, due to the fact that the

educational level of someone who is running SMEs is still not optimal in using good mastery of technology and management knowledge.

Hartato & Handoyo (2021) explained that an entrepreneurial orientation cannot have a significant effect on knowledge competence. Then Wahyuni & Sara's research (2020) says that market orientation has a positive effect on the profitability of a business by using knowledge competence. Thus, it is necessary to add a mediating variable that can link entrepreneurial orientation to knowledge competence and market orientation to knowledge competence. This can be applied because this study explains that knowledge competence can have a positive and significant effect on entrepreneurial orientation and market orientation. Then the research also states that entrepreneurial orientation can be mediated by knowledge competence and can mediated market orientation towards knowledge competence.

The purpose of this study was to find out empirically: The effect of entrepreneurial orientation on business performance in culinary entrepreneurs in Sunter, North Jakarta; The effect of market orientation on business performance in culinary entrepreneurs in Sunter, North Jakarta; The effect of knowledge competence on business performance in culinary entrepreneurs in Sunter, North Jakarta; The effect of entrepreneurial orientation on business performance in culinary entrepreneurs in Sunter, North Jakarta with knowledge competence as a mediating variable; The effect of market orientation on business performance in culinary entrepreneurs in Sunter, North Jakarta with knowledge competence as a mediating variable; The effect of entrepreneurial orientation on knowledge competence in culinary entrepreneurs in Sunter, North Jakarta; The effect of market orientation on knowledge competency in culinary entrepreneurs in Sunter, North Jakarta.

2. THEORETICAL REVIEW

Business Performance

Yoo et al. (2018) stated that business performance can be interpreted as how well an organization achieves its goals and business performance can be defined as how far an organization can cope with changes in environmental factors such as profitability, productivity, employee satisfaction, social responsibility and maintaining business. Mahfud et al. (2019) stated that in bringing up new entrepreneurs in improving business performance, the personal role factor is very important. Research by Sismanto et al. (2021) stated that business performance is strongly influenced by everyone's skills, enthusiasm, motivation and expectations for individuals, groups and companies. Business performance emphasizes saving the use of available resources to achieve the desired goals. It can be interpreted that business performance is the productivity of a person, company or group, performance is considered good and successful if the goals desired by individuals, groups and companies are well achieved. Subsequent research by Yuliana & Pujiastuti (2018) states that business performance is the result of work related to customer satisfaction goals, strategic organization and influencing the economy. Business performance (business performance) refers to the company's greetings or awards over a certain period of time.

Entrepreneurial Orientation

Sondra & Widjaja (2021) stated that entrepreneurial orientation is a process, practice and decision-making that leads to new entrepreneurs. From a strategic choice perspective, new market entry opportunities appear to be successfully implemented through deliberate

enforcement and are largely driven by untapped market opportunities. On the other hand, successful new entrepreneurs can be achieved with several operating factors. In this definition, an entrepreneurial orientation is carried out by having three indicators, namely innovation, daring to take risks and being proactive. From this explanation it can be concluded that entrepreneurial orientation is a framework within a company to face business opportunities when entering new markets.

Subsequent research Feranita & Setiawan (2019) defined entrepreneurial orientation as a combination of being innovative, proactive and taking risks with the aim of creating value within the organization. An organization can have an entrepreneurial structure and organizational members can be entrepreneurs, and each complements the other to create synergistic benefits. Subsequent research also states that entrepreneurial orientation can be interpreted as an organizational interest and tendency to adopt a process.

Market Orientation

Mustari et al. stated that market orientation is the process of obtaining, disseminating, and applying information to satisfy consumer needs and also in determining competitor behavior. Market orientation is also a business culture that creates value for customers. Market orientation also certainly has a big impact on company performance. Subsequent research Alhammidi et al. stated that market orientation is a way to make customers focus on company activities.

Subsequent research by Sondra & Widjaja (2021) states that market orientation has long been considered one of the most important ways to improve business performance. This includes the organizational culture that allows the company to stay together and respond to changing customer needs, competitor activities, and changing market trends in order to survive.

Knowledge Competency

Usman et al. (2020) stated that knowledge competence is a means to achieve competitive advantage, knowledge competence is an organizational strategic asset. Knowledge competence is a superior resource that creates a competitive advantage when a company can use it. Wahyuni & Sara (2020) state that knowledge competency is an intangible or tangible resource that will significantly affect strategy and business performance if done correctly. Subsequent research states that knowledge competency is a change in a person's behavior in accordance with knowledge skills after acquiring or getting learning. Knowledge competency can also be expressed as a cognitive domain competency that can measure a person's level of mastery or achievement from a knowledge perspective (Wardi et al., 2017) (Yeniyurt et al., 2019).

Hypothesis Development

The Effect of Entrepreneurial Orientation on Business Performance

Wahyuni & Sara (2020) state that entrepreneurial orientation contributes to business performance and is defined as a combined measure that includes indicators as well as all activities related to business performance. Hartato & Handoyo (2021) state that entrepreneurial orientation has a positive and significant effect on business performance. Kevin & Puspitowati (2021) stated that this research shows that with a good entrepreneurial

orientation, companies are encouraged to take more risks, accelerate and be proactive in developing business performance. It can be interpreted that orientation features can have a positive and significant effect on business performance. Wardi et al. (2017) stated that companies that carry out an entrepreneurial orientation can improve business performance in their companies.

Sondra & Widjaja (2021) state that a proven entrepreneurial orientation has been proven to have a significant impact on business performance. Companies are expected to be willing to take risks and undertake activities such as entering new, unknown markets and directing most of their resources to ventures in an uncertain environment. Entrepreneurial orientation must also be able to support creativity and experimentation in implementing products in the development of business performance. Research by Mustari et al. (2021) states that entrepreneurial orientation indirectly or directly has a significant positive effect on business performance. This means that companies that are oriented have better business performance than those that do not have an entrepreneurial orientation. Thus, entrepreneurship that is run in business can affect the growth and profitability of the business. Based on the explanation above, the formulation of the formed hypothesis is:

Ha1: Entrepreneurial orientation has a positive effect on business performance.

The Effect of Market Orientation on Business Performance

Mathafena & Galawe (2022) state that market-oriented organizations can be determined by the extent to which they apply the market concept, and the extent to which an organization has superior market sensing capabilities that can better connect them with customers. As a result, the organization can improve business performance through growing market share based on market orientation and serving customers more effectively and efficiently. Subsequent research by Yuliana & Pujiastuti (2018) states that market orientation is the most effective organizational culture for creating important behaviors in creating higher value for business performance. Market orientation can enhance business performance and is also likely to bring psychological and social benefits to employees in the form of greater organizational cohesion and commitment.

Sondra & Widjaja (2021) state that market orientation is a broad concept that has its main focus on adapting organizations to market principles. Market orientation has long been considered one of the most important ways to improve business performance. It represents an organizational culture that enables a company to stay close and respond to changing customer needs, competitor activities, and changing market trends in order to survive. Subsequent research Elvina (2020) states that market orientation has a positive and significant influence on SME business performance. The better the market orientation, the better the business performance of SMEs. The lower the market orientation, the lower the business performance of SMEs. Business performance in SMEs is strongly influenced by market orientation, which indicates that market orientation needs to be further improved to improve business performance in SMEs. Based on the explanation above, the formulation of the formed hypothesis is:

Ha2: Market orientation has a positive effect on business performance.

The Effect of Business Competency on Business Performance

Knowledge competence directly has a positive effect on business performance. Experts have explained the importance of knowledge competence to business performance. Knowledge

competence creates new knowledge as well as information, and effectively uses existing knowledge through external sources to obtain information. Companies with high knowledge competence demonstrate responsive behavior towards business performance (Wahyuni & Sara, 2020). Knowledge competence is an activity that creates knowledge to enable companies to learn faster than competitors to improve knowledge and skills that lead to better business performance results (Haryanto et al., 2017).

The resource-based view of the enterprise provides a comprehensive explanation of how a company is able to achieve business performance through knowledge competencies to distribute resources and capabilities. With unique knowledge resources or competencies, a company can use them to get higher business performance (Usman et al., 2020). Subsequent research by Paraswati & Laily (2018) states that knowledge competence has a significant effect on improving business performance. Business performance owned by a company is largely determined by knowledge competence caused by knowledge of business, so that this can improve business performance in a business. Based on the explanation above, the formulation of the formed hypothesis is:

Ha3: Earnings per share has a positive effect on stock return.

The Effect of Entrepreneurial Orientation on Business Performance through Knowledge Competence as a Mediation Variable

Muchtar et al. (2019) stated that management knowledge competence has an important relationship in entrepreneurial orientation to business performance, where knowledge competence is the main process in driving business performance by paying attention to entrepreneurial orientation. Acquisition of knowledge is the act of collecting, creating, taking, producing, storing and combining the application of knowledge competence in an entrepreneurial orientation so that it can be in line with business performance. This study explains that knowledge competencies that pay attention to entrepreneurial orientation will have a significant impact on business performance. Companies that facilitate good knowledge management and promote effective knowledge practices and also carry out entrepreneurial orientation well will have a competitive advantage in the future so that they can improve business performance in business. Entrepreneurial orientation can be interpreted as an organizational interest and tendency to adopt a process (Kollmann et al., 2020).

Knowledge competence plays a role in mediating the effect of entrepreneurial orientation on business performance, which means that knowledge competence has the ability to improve business performance. Entrepreneurial orientation also supports knowledge competence to improve business performance within the company. Entrepreneurial orientation also directs knowledge competence and open-mindedness supported by resource practices in developing business performance management skills to acquire knowledge competencies, causing applied knowledge to contribute to business performance (Wahyuni & Sara, 2020).

In previous studies, knowledge competence was said to play a direct role in the relationship between entrepreneurial orientation and business performance. This means that knowledge competence acts as a full mediation between entrepreneurial orientation and business performance. This result is in line with the results of Muchtar et al. (2019), who found that the entrepreneurial orientation applied to companies has a significant positive effect on business performance through the mediation of knowledge competencies. Based on the explanation above, the formulation of the formed hypothesis is:

Ha4: Entrepreneurial orientation has a positive effect on business performance through knowledge competence as a mediation variable.

The Effect of Market Orientation on Business Performance through Knowledge Competence as A Mediation Variable

A positive attitude towards the importance of market orientation in increasing understanding and knowledge influences the growth of knowledge competency on business performance. Attitudes toward learning and intentions to generate and use knowledge competencies suggest a market orientation. Increased market orientation is manifested as a commitment to study market aspects, share views and openness, and seek, disseminate and use information to increase knowledge competency in carrying out business performance. Successful objectives are classified as successful development of knowledge competencies because of the fit between internal strategic behavior and external environmental conditions. A positive attitude plays an important role in increasing knowledge competence, the importance of market orientation in increasing knowledge competence so that business performance can become an integrated unit (Wahyuni & Sara, 2020).

Usman et al. (2020) stated that knowledge competence related to market orientation shows a company's ability to change itself. Knowledge competency can lead to new product design. It is important to know what customers want, that is, to be oriented towards market orientation and to know the market or competitors' actions. In changing market orientation to knowledge competence, various other things are needed, namely knowledge competence. Saputra (2021) states that knowledge competency is an organization that can be developed through a positive attitude orientation.

Wahyuni et al. (2019) stated that knowledge competence can be created within a company by producing a structured business performance. The level of knowledge competence produces information that can be viewed with the ability to scan market-oriented environments. Knowledge competence also creates and uses resources towards market orientation. Market orientation is a market-oriented culture to provide added value to customers, which increases the tendency towards new knowledge, so that understanding market orientation through knowledge competence can be in line with the ongoing business performance in a business.

Wahyuni & Sara (2020) stated in their research that knowledge competence mediates market orientation on business performance. This research is supported by research by Usman et al. (2020) which states that knowledge competence fully mediates the relationship between market orientation and business performance. Based on the explanation above, the formulation of the formed hypothesis is:

Ha5: Market orientation has a positive effect on business performance through knowledge competence as a mediation variable.

The Effect of Entrepreneurial Orientation on Knowledge Competence

Muchtar et al. (2019) states that a high entrepreneurial orientation will encourage business actors to increase their knowledge competencies to gain a competitive advantage in doing business. In running a business, resources are required to be able to channel knowledge competencies so as to integrate an integrated knowledge to gain maximum competitive advantage for an entrepreneurial orientation. Knowledge competence has increased the skills of business actors to be able to make better decisions. This will certainly increase the

entrepreneurial orientation that leads to the success of a business with the application of knowledge competence in running a business. Kollmann *et al.* (2020) stated in their research that a good entrepreneurial orientation can be defined as the interest and tendency of a business actor to adopt knowledge to increase entrepreneurial orientation.

Wahyuni & Sara (2020) state that knowledge competence also has a good ability to be able to increase entrepreneurial orientation. Thus, the entrepreneurial orientation also supports the existence of knowledge competence to improve a business. Entrepreneurial orientation also directs knowledge competence towards a mindset that is supported by resources in developing skills to gain profits which causes knowledge to contribute to business improvement. Based on the explanation above, the formulation of the formed hypothesis is:
Ha6: Entrepreneurial orientation has a positive effect on knowledge competence.

The Effect of Market Orientation on Knowledge Competence

Wahyuni & Sara (2020) state that a business actor who has a high market orientation capability means that the business actor also has high knowledge competence. Market orientation can be carried out by applying knowledge competence to be able to find out competitor strategies, competitor markets, and also the application of learning to run a business that can realize competitive advantage in competing. Usman *et al.* (2020) stated that knowledge competencies related to market orientation demonstrate the ability of business actors to change themselves. With this knowledge, business actors can direct themselves to obtain the latest product designs. Business actors can also find out what customers need, namely to be able to carry out marketing and know the market and competitors' activities. In improving market orientation, of course, it requires an increase in the competence of knowledge itself. By carrying out knowledge competencies in market orientation, a business actor can gain new knowledge to know the market in a society that is oriented towards the market orientation itself. Knowledge competence can improve the use of resources towards market orientation. High knowledge competence also indicates a market-oriented business actor to meet customer needs. With the regular application of knowledge competencies in carrying out market orientation, a business actor will certainly continue to gain a competitive advantage and will always be able to outperform competitors in the market environment (Made, 2019). Based on the explanation above, the formulation of the formed hypothesis is:
Ha7: Market orientation has a positive effect on knowledge competence.

The model in this study based on the explanation above is as follows:

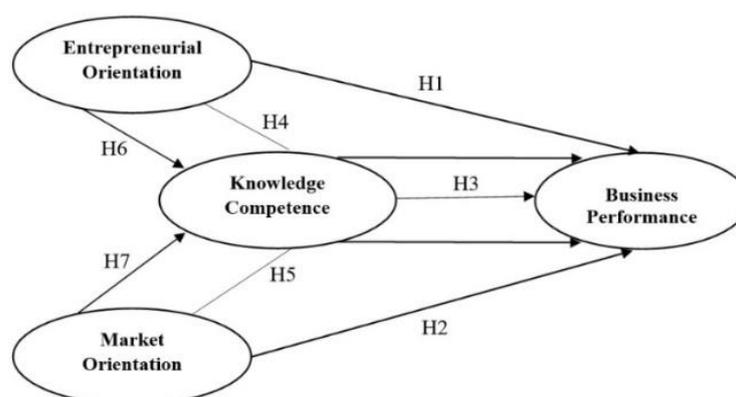


Figure 1. Research Model

3. RESEARCH METHODS

Population and Sample

The population in this study are all culinary entrepreneurs in Sunter, North Jakarta. This study uses a non-probability sampling technique with a purposive sampling technique. In this study, the research criteria included respondents who were culinary entrepreneurs in Sunter, North Jakarta. Then, business actors who have been running their business for more than 1 year. So in this study researchers used 100 respondents.

Data Collection Technique

The data collection technique used in this study was a questionnaire and processed using SmartPLS version 3.3.9.

Variable Operations

This study uses the dependent variable in the form of business performance, and the independent variables are entrepreneurial orientation and market orientation, and the mediating variable is knowledge competence. The following shows the operationalization of the variables as follows:

Table 1. Operationalization Variable

Variable	Indicator	Statement	Scale
Entrepreneurial Orientation (X ₁)	Innovative	I innovate to attract customers.	Interval
		I do a marketing strategy that is different from competitors.	Interval
	Proactive Attitudes	I create strategies to outperform competitors.	Interval
		I introduce the product first before competitors do.	Interval
		I dare to take risks when running a business.	Interval
Market Orientation (X ₂)	Competitor Orientation	I hear and accept the opinions of customers.	Interval
		I know the customer's needs.	Interval
		I know the strategy of competitors.	Interval
		I apply strategies from competitors to be applied to my business.	Interval
	Interfunctional Orientation	I collaborate with various parties.	Interval
Business Competence (M)	Customer Knowledge Process	I have sufficient ability to serve customers.	Interval
		I have sufficient ability to understand competitors' strategies.	Interval
	Good Market Knowledge	I have the needs and wants of the customers I serve.	Interval
		I have the ability to market products to the market (customers).	Interval
Business Performance (Y)	Profitability	The net profit margin from my business is relatively stable.	Interval

		My business sales growth has increased from the previous year.	Interval
	Market Response	Customers know well about the products of my business.	Interval
		Customers are very interested in buying my products.	Interval
	Market Position Value	I serve customers well.	Interval
		My product is considered to have benefits for customers.	Interval

4. RESULTS

Validity and Reliability Analysis

The results of the validity and reliability analysis, which are presented in Table 2, are as follows:

Table 2. Validity and Reliability Analysis Results

Variable	Average Variance Extracted	Cronbach's Alpha	Composite Reliability	Explanation
Entrepreneurial Orientation (X ₁)	0.577	0.810	0.870	Valid & Reliable
Market Orientation (X ₂)	0.529	0.821	0.869	Valid & Reliable
Knowledge Competence (M)	0.579	0.759	0.846	Valid & Reliable
Business Performance (Y)	0.607	0.866	0.901	Valid & Reliable

The results of validity analysis it can be seen that the value of AVE > 0.5 for all research variables, namely entrepreneurial orientation, market orientation, knowledge competence and business performance. This means that all indicators used in measuring the variables used in this study are valid based on convergent validity which refers to the average variance extracted (AVE) value. The reliability analysis results shows that all the variables used in this study are reliable because they have composite reliability and Cronbach's alpha values greater than 0.7. It is stated that each indicator used in this study is reliable in measuring the variables of entrepreneurial orientation, market orientation, knowledge competency and business performance.

R-Square and Predictive Relevance Test Results

The results of the r-square test, which are presented in table 3, are as follows:

Table 3. R-Square Test Results

Variable	R ²	Q ²	Explanation
Knowledge Competence	0.540	0.291	Moderate & Have Predictive Relevance
Business Performance	0.708	0.218	Moderate & Have Predictive Relevance

The results of the r-square test, shows that the influence of entrepreneurial orientation and market orientation together on knowledge competence is moderate, namely 54%, the remaining 46% of knowledge competence is explained by variables outside of this study, such as exploitation opportunities, innovation power, and business strategies to maximize knowledge competence. Then for the influence of entrepreneurial orientation, market orientation and knowledge competence together on business performance is moderate, namely 70.8%, the remaining 29.2% of business performance is explained by variables outside of this study, such as innovation, creativity and entrepreneurial commitment to maximize business performance. The results of the predictive relevance test, explained that the research model of entrepreneurial orientation and market orientation on knowledge competence has good predictive relevance because Q2 is above the number 0. Then the research model of entrepreneurial orientation, market orientation and knowledge competency on business performance has good predictive relevance because Q2 is above the number 0.

Effect Size Test Results

The results of the effect size test, which are presented in Table 4, are as follows:

Table 4. Effect Size Test Results

Variable	Knowledge Competence	Business Performance
Entrepreneurial Orientation	0.181	0.329
Market Orientation	0.117	0.037
Knowledge Competence	-	0.099
Business Performance	-	-

The results of the effect size test explained that entrepreneurship affects knowledge content by 0.181, which means moderate influence. Then, market orientation affects knowledge content by 0.117, which means that the effect is small. Furthermore, application orientation affects business performance by 0.329, which means moderate influence. Furthermore, market orientation affects business performance by 0.037, which means that the effect is small. Then, knowledge competence affects business performance by 0.099, which means that the effect is small.

Hypothesis Test Results

The results of the hypothesis test, which are presented in Table 5, are as follows:

Table 5. Hypothesis Test Results

Code	Hypothesis	Original Sample	t-statistics	p-values	Conclusion
H1	Entrepreneurial Orientation → Business Performance	0.508	4.873	0.000	H1 accepted

H2	Market Orientation → Business Performance	0.166	1.972	0.049	H2 accepted
H3	Knowledge Competence → Business Performance	0.251	3.420	0.001	H3 accepted
H4	Entrepreneurial Orientation → Knowledge Competence → Business Performance	0.109	1.975	0.049	H4 accepted
H5	Market Orientation → Knowledge Competence → Business Performance	0.088	2.422	0.016	H5 accepted
H6	Entrepreneurial Orientation → Knowledge Competence	0.435	3.195	0.001	H6 accepted
H7	Market Orientation → Knowledge Competence	0.350	3.140	0.002	H7 accepted

5. DISCUSSIONS

The Effect of Entrepreneurial Orientation on Business Performance

The first hypothesis is statistically accepted. Entrepreneurial orientation has a positive and significant effect on business performance. The results of this study are in line with the research of Wahyuni & Sara (2020), Hartato & Handoyo (2021), and Wardi et al. (2017), the three researchers revealed that entrepreneurial orientation has a positive and significant effect on business performance. Continuously improving entrepreneurial orientation capabilities can improve business performance. Sondra & Widjaja (2021) explained in their research that business actors who possess an entrepreneurial orientation will direct most of these resources in an uncertain environment by taking risks in entering new, unknown markets [4] thereby maximizing business performance. if the entrepreneurial orientation ability is carried out appropriately. The results of this study are also in line with and in accordance with research conducted by Mustari et al. (2021) which states that entrepreneurial orientation indirectly or directly has a significant positive effect on business performance.

The Effect of Market Orientation on Business Performance

The second hypothesis is statistically accepted. Market orientation has a positive and significant effect on business performance. The results of this study are in line with the research of Mathafena & Galwe (2022), Yuliana & Pujiastuti (2018), and Elvina (2020) the three researchers revealed that market orientation has a positive and significant effect on

business performance. The ability to continuously improve market orientation can improve business performance. Sondra & Widjaja (2021) explained in their research that business actors who master market orientation will adapt their organizations to market principles.

The Effect of Knowledge Competence on Business Performance

The third hypothesis is statistically accepted. Knowledge competency has a positive and significant effect on business performance. The results of this study are in line with the research of Wahyuni & Sara [3], Haryanto et al. (2017), and Paraswati & Laily (2018) the three researchers revealed that knowledge competence also has a positive and significant effect on business performance. Knowledge competencies that are continuously improved, can improve business performance. Usman et al. (2020) explained in their research that a resource-based view of the company provides a comprehensive explanation of how a company is able to achieve business performance through knowledge competencies to distribute resources and capabilities. With the existence of unique knowledge resources or competencies, a company can use them to get higher business performance.

The Effect of Entrepreneurial Orientation on Business Performance through Knowledge Competence as A Mediation Variable

The fourth hypothesis is statistically accepted. Knowledge competency is a positive and significant mediator in the effect of entrepreneurial orientation on business performance. The results of this study are also in line with the research of Muchtar et al. (2019), Wahyuni & Sara (2020) the two researchers revealed that knowledge competency mediates positively and significantly the effect of entrepreneurial orientation on business performance. Knowledge competency that continues to be improved can positively relate the effect of entrepreneurial orientation on business performance. Kollmann et al. (2020) explained that companies that can facilitate and provide good knowledge management and promote effective knowledge practices and also carry out entrepreneurial orientation well will have a competitive advantage in the future so that they can improve business performance in business. Entrepreneurial orientation can be defined as the interest and tendency of an organization to adopt a process.

The Effect of Market Orientation on Business Performance through Knowledge Competence as A Mediation Variable

The fifth hypothesis is statistically accepted. Knowledge competence is a mediator that positively and significantly affects the effect of entrepreneurial orientation on business performance. The results of this study are in line with the research of Wahyuni & Sara (2020), and Usman et al. (2020) the two researchers revealed that knowledge competence mediates positively and significantly the effect of market orientation on business performance. Knowledge competency that continues to be improved can positively relate the effect of market orientation on business performance. Made [30] in his research stated that knowledge competence shows that knowledge competence can be created within a company by producing a structured business performance. The level of knowledge competence produces information that can be viewed with the ability to scan market-oriented environments. Knowledge competence also creates and uses resources towards market orientation. Market orientation is a market-oriented culture to provide added value to customers, which increases the tendency towards new knowledge, so that understanding

market orientation through knowledge competence can be in line with the ongoing business performance in a business.

The Effect of Entrepreneurial Orientation on Knowledge Competence

The sixth hypothesis is statistically accepted. Entrepreneurial orientation has a positive and significant effect on knowledge competence. The results of this study are in line with the research of Muchtar et al. (2019) and Kollmann et al. (2020) the two researchers revealed that entrepreneurial orientation has a positive and significant effect on knowledge competence. Entrepreneurial orientation capabilities that continue to be improved can increase knowledge competence. Muchtar et al. (2019) states that a high entrepreneurial orientation will encourage business actors to increase their knowledge competencies to gain a competitive advantage in doing business. In running a business, resources are required to be able to channel knowledge competencies so as to integrate an integrated knowledge to gain maximum competitive advantage for an entrepreneurial orientation. Knowledge competence has increased the skills of business actors to be able to make better decisions. This will certainly increase the entrepreneurial orientation that leads to the success of a business with the application of knowledge competence in running a business. Kollmann et al. (2020) stated in their research that a good entrepreneurial orientation can be defined as the interest and tendency of a business actor to adopt knowledge to increase entrepreneurial orientation. Knowledge competence also has a good ability to be able to increase entrepreneurial orientation. Thus, the entrepreneurial orientation also supports the existence of knowledge competence to improve a business. Entrepreneurial orientation also directs knowledge competence towards a mindset that is supported by resources in developing skills to gain profits which causes knowledge to contribute to business improvement.

The Effect of Market Orientation on Knowledge Competence

The seventh hypothesis is statistically accepted. Market orientation has a positive and significant effect on knowledge competence. The results of this study are in line with the research of Wahyuni & Sara (2020) and Usman et al. (2020) the two researchers revealed that market orientation has a positive and significant effect on knowledge competence. Continuously improving market orientation capabilities can increase knowledge competence. Wahyuni & Sara (2020) state that a business actor who has a high market orientation capability means that the business actor also has high knowledge competence. Market orientation can be carried out by applying knowledge competence to be able to find out competitor strategies, competitor markets, and also the application of learning to run a business that can realize competitive advantage in competing. Usman et al. stated that knowledge competencies related to market orientation demonstrate the ability of business actors to change themselves. With this knowledge, business actors can direct themselves to obtain the latest product designs.

6. CONCLUSIONS

Based on previous research references, the development of the RBV theory and the results of hypothesis testing, there are seven research conclusions, as follows:

- a. There is a positive and significant influence of entrepreneurial orientation on the business performance of culinary entrepreneurs in Sunter, North Jakarta.
- b. There is a positive and significant influence of market orientation on the business performance of culinary entrepreneurs in Sunter, North Jakarta.

- c. There is a positive and significant influence of knowledge competence on the business performance of culinary entrepreneurs in Sunter, North Jakarta.
- d. Knowledge competence can positively and significantly mediate the influence of entrepreneurial orientation on the business performance of culinary entrepreneurs in Sunter, North Jakarta.
- e. Knowledge competence can positively and significantly mediate the effect of market orientation on the business performance of culinary entrepreneurs in Sunter, North Jakarta.
- f. There is a positive and significant influence of entrepreneurial orientation on culinary entrepreneurial knowledge competencies in Sunter, North Jakarta.
- g. There is a positive and significant influence of market orientation on the competence of culinary entrepreneur knowledge in Sunter, North Jakarta.

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