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Influence Entrepreneurial Orientation on Sustainable Organizational Performance Mediated Technology Resources

M Adam Husein[1] Andri Budi Santoso[2] Tika Kartika Asri[3] Tyara Pratiwi Poernomoputri[4]
Management, STIE Dewantara, Bogor, Indonesia[1,2,3,4]
Email: m.adamhusein@dewantara.ac.id[1] andri.budi@dewantara.ac.id[2]
tika.kartika@dewantara.ac.id[3] tyara.pratiwi@dewantara.ac.id[4]

Abstract

Purpose: This research aims to see the influence of Entrepreneurial Orientation variables on Sustainable Organizational Performance by using Technology Resources as a mediator. Discussion of sustainable organizational performance in cooperatives is very important because cooperatives are one of the pillars of the economy in Indonesia. This research uses quantitative causality methods. The population of this research was 30 employees at Kopsyah BMI in the Bogor area, all of whom were used as respondents. The data analysis method uses Structural Equation Model-Partial Least Square (SEM-PLS). The research results prove that Entrepreneurial Orientation has a positive influence on Sustainable Organizational Performance. Technology Resources had a positive influence on Sustainable Organizational Performance, so Technology Resources be a mediating role in the influence of Entrepreneurial Orientation on Sustainable Organizational Performance. The Study extends previous research, adding Technological Resources as a mediation between the influence of Entrepreneurial Orientation on Sustainable Organizational Performance.

Keywords: Entrepreneurial Orientation, Technology Resources, Sustainable Organizational Performance, Sharia Cooperative

INTRODUCTION

In this era of globalization, competition between institutions or companies is increasingly real. With this competition, every institution or company must be able to interact and adapt quickly in order to survive in life. Agencies or companies that are not able to develop quickly will be eroded by their competitors, so they can see the situation and opportunities well. Currently, companies understand and recognize that the aspect of maintaining human resources is a method for achieving sustainable profitability. We are currently entering the era of sustainability, therefore, it is important for businesses to implement ethical and sustainable business practices to achieve success (Masa'deh et al., 2018). Sustainable design has attracted much attention from practitioners and researchers. Organizational continuity is seen from social, environmental and economic perspectives. This draft discusses How to achieve success today without jeopardizing future needs. However, currently the stability of savings and loan cooperatives in Indonesia is quite worrying. It can be seen in Figure 1 below:

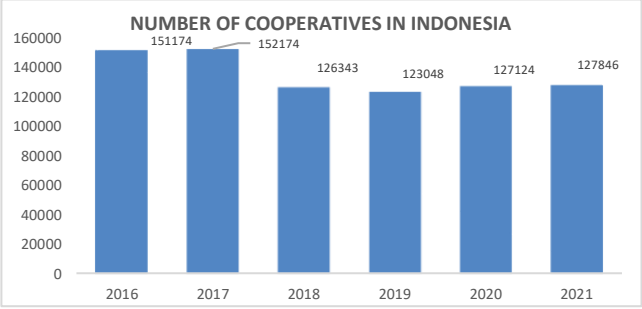

Figure 1. Amount Cooperative in Indonesia for the period 2016 – 2021
Source: Badan Pusat Statistik (BPS)

From Diagram 1 it can be seen that in 2018 there was a decrease of 16.97% to 126,343 units. This happened with the dissolution of cooperatives carried out by the Ministry of Cooperatives and SMEs (Kemenkop UKM). And in 2019 there was another decline of 2.61% to 123,048 units. A report from the OECD (Organization for Economic Co-operation and Development) states that Indonesia is in position number 69 out of 76 countries. Likewise, the WEF (World Economic Forum) revealed that Indonesia was ranked 69th or 8th lowest. National industrial cooperatives have been in the public spotlight. This is related to one of the savings and loan cooperative institutions, the Indosurya Cipta Cooperative (ISP), which failed to pay its customers, so it submitted a request for postponement of debt payment obligations (PKPU) with case number 66/Pdt.Sus -PKPU/2020/PN Niaga, Central Jakarta. One of the factors in the failure of cooperatives to become the foundation of the economy in Indonesia is a lack of understanding of human resource management and the cooperative's organizational culture.

According to several existing studies such as Mubarok et al. (2019), research results state that the main problems faced by cooperatives are lack of careful planning, human resource management, lack of understanding by administrators and supervisors regarding their duties and functions, lack of development efforts, lack of transparency and rarely using the latest technology. Meanwhile, other research such as Arsinta & Widiyanto (2018), in their research, revealed that the obstacles experienced by cooperatives include: level of ability, skills, expertise, HR management, entrepreneurship, marketing and finance. Based on the Resource Based View theory, it states that Entrepreneurial Orientation is a resource that facilitates organizational strength so that it can outperform its competitors and outperform its market position (Fred R. David, 2015). Entrepreneurship involves creating new sources of energy, then combining existing sources of energy and finding new methods to improve organizational performance. (Gomes et al. (2022).

Entrepreneurial orientation can be interpreted as an ability that can be the basis for achieving success. The entrepreneurial spirit plays a role in the progress of a company and improves performance (Zulkarnain & Mukarramah, 2019). There is debate in the literature regarding the design of Entrepreneurial Orientation, namely regarding the elements of Entrepreneurial Orientation (taking risks, innovation, and proactiveness) which are unidimensional or multidimensional in their role in influencing organizational performance. (Putniņš & Sauka, 2020). Several studies have revealed that entrepreneurial characteristics, characteristics and demographic factors, if used to manage a company, will guarantee the company's success (Indarto & Santoso, 2020; Tunjung Sari et al., 2022; Hartato & Handoyo, 2021). However research from Primadhita et al. (2021) find different things, Entrepreneurial orientation there is no significant influence to organizational performance. This reveals inconsistent results regarding the influence of Entrepreneurial Orientation on organizational performance, so this research wants to fill the gap in the results of ongoing research.

On the other hand, deep increase performance, cooperatives are also necessary notice source Power technology in operating its operations. In the current era This is progress technology forces companies For Keep going to develop products and services, because there are consumer demands that increase Because of the sophistication of technology. Source Power technology becomes something important for companies in increasing organizational performance (Chege & Wang, 2020). Technology become a very important role in various sectors of life and it cannot be denied that it can increase work effectiveness and efficiency (Li et al., 2020). Martinez-Caro et al. (2020) revealed that currently, many companies have redesigned processes and even their entire business models to transform big data and applications into their own advantages. The trend towards value systems that are digitally integrated and connected through Information and Communication Technology can be seen as

a new business cycle. In this case, in an effort to resolve the problems above, as well as contribute to filling the gap in the literature of previous studies that have not conducted research on the mediating role of technological resources to influence Entrepreneurial Orientation on organizational performance in a sustainable manner, a research on the mediating role of technological power sources will be discussed. to influence Entrepreneurial Orientation on sustainable organizational performance. This research presents relevant insights and ideas to increase understanding in the field of human resources management studies.

Literature Review

Entrepreneurial Orientation

The development of entrepreneurial strategy and its impact on organizational performance have drawn a lot of attention to Entrepreneurial orientation, both theoretically and empirically (Shan et al., 2016). Entrepreneurial orientation is a type of strategic orientation which focuses with the entrepreneurial aspects of a organizational's strategy (Hakala, 2011). How to implement entrepreneurship within organizations is explained by Entrepreneurial orientation (Gupta et al., 2014). Though it still has value in illuminating how organizations create and seize opportunities through entrepreneurial endeavors (Gomes et al., 2022). Depending on the kind of entrepreneurial opportunity that the business is confronting, the dimensions of entrepreneurial orientation may appear in different combinations (Laukkanen et al., 2013). In Fadda (2018), there are 8 instruments with 4 dimensions to identify entrepreneurial orientation variable, namely: 1) Innovativeness; 2) Proactiveness; 3) Risk Taking; 4) Competitive Aggressiveness.

Technological Resources

Digital technologies facilitate production, planning, and control decisions by means of effective information processing (Nguyen et al., 2018). Although the manufacturing system generates, collects, and integrates a vast amount of data, big data and analytics can also help to find and extract essential information that manufacturing organizations need to make decisions that are both effective and correct. (Gunasekaran et al., 2017). Additionally, organization can more effectively and flexibly reorganize production lines and resources for the creation of bespoke products thanks to digital information processing technologies. (Dalenogare et al., 2018). In Li et al. (2020), there are 8 instruments with 5 dimensions to identify Technological Resources variable, namely: 1) Hardware; 2) Software; 3) Communications; 4) Databases; 5) Technology Personnel.

Sustainable Organizational Performance

Organizational performance, according to Hult et al (2004), demonstrates the accomplishment of organizational objectives. Some key performance indicators that are derived from an organization's strategic objectives can be used to gauge its success. To determine an organization's competitive position in the market, it may occasionally be necessary to benchmark its performance against that of other similar businesses. Researchers studying strategic management sometimes struggle to find accurate and reliable purposeful measurement indicators of organizational success. (Al Hammadi & Hussain, 2019). By evaluating numerous factors including the political, social, cultural, economic, and environmental spheres, sustainability has been connected to corporate social responsibility and plays a significant part in supply chain and management context management. (Wood, 2010). In Budsaratragoon & Jitmaneeroj (2019), there are 8 instruments with 3 dimensions to

identify Sustainable Organizational Performance variable, namely: 1) Environmental Performance; 2) Social Performance; 3) Governance; 4) Economic Performance.

Hypothesis Development

The Relationship between Entrepreneurial Orientation and Sustainable Organizational Performance

Entrepreneurial orientation is characterized by proactive action, innovation and risk taking (Rodrigo-Alarcón et al., 2018). Sustainable organizational performance refers to the organization's ability to achieve long-term economic, environmental and social goals (Adebayo et al., 2020). Organizations with a high entrepreneurial orientation tend to be more proactive and innovative, so they quickly respond to environmental changes and innovate in taking new steps to improve sustainable economic performance through environmentally conscious processes, products and services (Masa'deh et al., 2018; Gomes et al., 2022), then the following hypothesis is formulated:

H1: Entrepreneurial Orientation has a positive effect on Sustainable Organizational Performance

The Relationship between Technological Resources and Sustainable Organizational Performance

Organizations can use technological resources such as social media, Google, and web portals to introduce their organization starting from the vision, mission, goals as well as the organization's strengths and priorities (Chege & Wang, 2020). The main aspects of sustainable organizational performance are economic performance, environmental performance and social performance (Mollah et al., 2023). With technological resources, organizations can increase work efficiency, apply environmentally friendly technology, and manage data more effectively, so that organizations are able to improve economic performance, environmental performance and social performance (Li et al., 2020), then the following hypothesis is formulated:

H2: Technology Resources has a positive effect on Sustainable Organizational Performance

The Mediating Role of Technological Resources in influence Entrepreneurial Orientation on Sustainable Organizational Performance

Organizations that have an entrepreneurial orientation are proactive and innovative (Putniņš & Sauka, 2020). Technology Resources can help organizations carry out proactive and innovative actions more effectively and efficiently, such as introducing the newest and most complete products and services, improving communication with partners so that this can improve organizational performance (Gultom & Nurbaeti, 2023). Based on this description, then the following hypothesis is formulated:

H3: Technology Resources has a mediating role in the influence of Entrepreneurial Orientation on Sustainable Organizational Performance.

In accordance with the explanation of hypothesis development, the following is the research framework:

Figure 2. Research Framework
Source: Modified by the authors (2024)

RESEARCH METHODS

Based on the research philosophy, this research is included in the philosophy of positivism, which is used to examine a population or sample that has been selected by the researcher, collect data using research instruments, analyze statistical data with the aim of testing existing hypotheses. has been determined by the researcher with the aim of testing the hypothesis. (Sugiyono, 2018). This research is included in the philosophy of positivism because: 1) This research seeks to find cause-and-effect relationships; 2) The data collected in this research is in the form of numbers, statistics or variables that can be measured; and 3) This research proposes a hypothesis that can be tested empirically. This research uses quantitative methods, theoretical models are used to determine the mediating role of technological resources in the influence of Entrepreneurial Orientation on sustainable organizational performance. Using the Structural Equation Model (SEM), the mediation model is evaluated based on the relationship between variables. SEM is used to test theoretical models that explain the relationships between variables (Sugiyono, 2018).

In this research, Sharia Cooperative Benteng Micro Indonesia (Kopsyah BMI) Bogor City and Regency service area becomes location research. There are 30 employees. Because the population is small, the researchers used all employees as respondents. A small population is enough to be a good respondent, and 20-30 respondents are enough to get an initial view of a phenomenon (Dawson, 2007; Yin, 2011; and Walliman, 2011). The data analysis used in this research is Structural Equation Modeling (SEM) with a Partial Least Square (PLS) approach. According to (Sugiyono, 2018), Partial Least Square (PLS) is defined as a strong analysis method because it does not assume the data must be on a certain scale, and the number of samples does not have to be large. The purpose of Partial Least Square (PLS) is to help researchers to obtain latent variable values for objective predictions. PLS can confirm the theory as well as explain whether or not there is a relationship between latent variables.

RESEARCH RESULTS AND DISCUSSION

Data analysis

Validity Test

According to (Hamid & Anwar, 2019) The validity test is used to measure whether a questionnaire is valid or not. This measurement was carried out because the preparation of this research questionnaire was based on the theoretical construction of each research variable. Then look for indicators of these variables, then explain each item in the questionnaire. There are two criteria for assessing the validity of the outer model, namely convergent validity and discriminant validity.

Convergent Validity Test

The convergent validity of the measurement model with reflexive indicators is assessed based on the correlation between item scores and component scores calculated using PLS by looking at the loading factor results. The following are the loading factor results for this research:

Table 1. Loading Factor Results

Indicators	Entrepreneurial Orientation	Technology Resources	Sustainable Organizational Performance
EO1	**0.796**		
EO2	**0.873**		
EO3	**0.808**		
EO4	**0.790**		
EO5	**0.827**		

EO6	0.742		
EO7	0.848		
EO8	0.813		
TR1		0.877	
TR2		0.709	
TR3		0.811	
TR4		0.934	
TR5		0.786	
TR6		0.745	
TR7		0.899	
TR8		0.794	
SOP1			0.751
SOP2			0.828
SOP3			0.729
SOP4			0.688
SOP5			0.885
SOP6			0.756
SOP7			0.827
SOP8			0.766

Source: Processed data (2024)

From the picture above, it can be seen that all the outer loading values of the variable indicators are greater than 0.5 so they can be said to be valid. The convergent validity test can also be seen from the average variance extract (AVE) value and the root AVE value, along with the results of the AVE value for this research:

Table 2. Loading Factor Results

Variables	Cronbach's Alpha	Rho_A	Composite Reliability	Average Variance Extracted (AVE)
Entrepreneurial Orientation	0.926	0.929	0.940	0.661
Technology Resources	0.930	0.936	0.943	0.677
Sustainable Organizational Performance	0.908	0.914	0.926	0.610

Source: Processed data (2024)

Based on the results above, it can be seen that the AVE value for each variable is greater than 0.5 so that the discriminant validity is met.

Discriminant Validity Test

The second criterion for testing the validity of the outer model assessment is discriminant validity test, which can be seen from AVE root value results. These are the AVE root value results for this research:

Table 3. AVE Root Value Results

Variables	Entrepreneurial Orientation	Technology Resources	Sustainable Organizational Performance
Entrepreneurial Orientation	0.955		
Technology Resources	0.919	0.931	
Sustainable Organizational Performance	0.781	0.813	0.823

Source: Processed data (2024)

The AVE root value of each variable is greater than the AVE root of its correlation with other variables so that discriminant validity is fulfilled.

Reliability Test

According to (Hamid & Anwar, 2019), Reliability is actually a measuring tool for measuring a questionnaire which is an indicator of a variable or construct. Measuring the reliability test of a construct with reflexive indicators can be done in two ways, namely Cronbach Alpha and Composite Reliability. A construct is said to be reliable if the Cronbach Alpha and Composite Reliability values are more than 0.7 for confirmatory research and values of 0.6 – 0.7 are still acceptable.

Table 4. Cronbach's Alpha and Composite Reliability Results

Variable	Cronbach's Alpha	Composite Reliability
Entrepreneurial Orientation	0.926	0.940
Technology Resources	0.930	0.943
Sustainable Organizational Performance	0.908	0.926

Source: Processed data (2024)

Judging from the results above, the Cronbach Alpha and Composite Reliability values are more than 0.7, so it is acceptable.

Structural evaluation of the model (Inner Model)

According to (Hamid & Anwar, 2019), Structural model testing is carried out by looking at the relationships between constructs. The relationship between constructs is by looking at the significance value and R-Square value of each independent latent variable as the predictive power of the structural model. Evaluation of the model structure is carried out by looking at the significance value and R-Square value for each variable.

Table 5. R-Square

Variable	R Square
Technology Resources	0.845
Sustainable Organizational Performance	0.913

Source: Processed data (2024)

From the results above it can be seen that R-Square model Path I is 0.845, which means the ability of Entrepreneurial Orientation in explaining Technological Resources is 84.5%, so it can be stated large influence. And R-Square of the Path II model is 0.913, which means that the ability of Entrepreneurial Orientation to explain Sustainable Organizational Performance is 91.3%, so it can be stated large influence. The next step in evaluating the structural model (Inner Model) is to look at the F-square value.The F-Square is as follows.

Table 6. F-Square Results

Variable	Entrepreneurial Orientation	Technology Resources	Sustainable Organizational Performance
Entrepreneurial Orientation			0.545
Technology Resources			0.467
Sustainable Organizational Performance			

Source: Processed data (2024)

Based on the results above, it can be concluded that Influence of Entrepreneurial Orientation on Sustainable Organizational Performance is 0.545 (Large). This shows that Entrepreneurial Orientation has a big influence on Sustainable Organizational Performance. Influence of Technology Resources on Sustainable Organizational Performance is 0.467

(Large). This shows that Technology Resources has a big influence on Sustainable Organizational Performance

Hypothesis Testing

After looking at the results of the outer model and inner model, next we look at the results of the hypothesis that we put forward at the beginning by looking at the original sampling and P values. As for the hypothesis, there are direct and indirect influences. The results for direct and indirect impact are presented in Table 7 & 8.

Table 7. Direct Impact Results

Variable	Original Sampling	P Values
Entrepreneurial Orientation > Sustainable Organizational Performance	0.364	0.011
Technology Resources > Sustainable Organizational Performance	0.619	0,000

Source: Processed data (2024)

Table 8. Indirect Effect Results

Variable	Original Sampling	P Values
Entrepreneurial Orientation > Technology Resources > Sustainable Organizational Performance	0.569	0,000

Source: Processed data (2024)

The hypothesis is declared significant if the P-value <0.05 (Hamid & Anwar, 2019). A positive directional relationship has a positive original sample value (O), while a negative directional hypothesis has a negative original value (O).

Discussion

Influence Entrepreneurial Orientation to Sustainable Organizational Performance.

Based on Table 7, it can be concluded that the direct influence is between Entrepreneurial Orientation on Sustainable Organizational Performance = 0.364 (positive), P Value = 0.011 (significant). This shows that Entrepreneurial Orientation has a significant influence on Sustainable Organizational Performance. The findings of this research were obtained because Entrepreneurial Orientation encourages organizations to continue to innovate, anticipate and respond to market changes and also identify new opportunities, so as to improve organizational performance in a sustainable manner. The results of this research support research conducted by Rodrigo -Alarcón et al (2018).

Influence Technology Resources to Sustainable Organizational Performance.

Based on Table 7, Technology Resources on Sustainable Organizational Performance = 0.619 (positive), P Value = 0.000 < 0.05 (significant). This shows that Technology Resources has a significant influence on Sustainable Organizational Performance. This is important because with technology, cooperatives are able to improve the quality of services, such as digital platforms that allow their members to work together. To access services online, carry out transactions easily and get the latest information about the products and services offered.This result support research from (Chege & Wang, 2020) which shows that Technological Resources have a positive and significant influence on Sustainable Organizational Performance.

The Role of Mediation Technology Resources to Influence Entrepreneurial Orientation to Sustainable Organizational Performance

Based on Table 8, it can be concluded that Indirect influence of Entrepreneurial Orientation on Sustainable Organizational Performance through Technology Resources = 0.569

(positive) with P Value = 0.000 < 0.05 (significant). This shows that technological resources have a significant role in mediating entrepreneurial orientation to influence sustainable organizational performance. Technology helps realize the full potential of Entrepreneurial Orientation by providing the tools, infrastructure and capabilities necessary to be able to innovate, increase efficiency and good adaptability. Therefore, the mediating role of Power technology sources is key in strengthening the relationship between Entrepreneurial Orientation and sustainable organizational performance.

CONCLUSION

Conclusion. The aim of this research is to determine the role of mediating sources of Power technology between the influence of Entrepreneurial Orientation on sustainable organizational performance. After analyzing and discussing the findings, it can be concluded that Entrepreneurial Orientation has a positive and significant influence on sustainable organizational performance, and Power sourcing technology has a positive and significant influence on sustainable organizational performance. The role of mediating sources of Power technology on Entrepreneurial Orientation on organizational sustainability performance has a positive and significant effect. Regarding practical implications, this research provides recommendations that may be taken into consideration, namely, Kopsyah BMI in the service area of Bogor City and Regency can make efforts to strengthen existing technology resources with stages of training and counseling about the latest technology and applications to staff and cooperative members so that it can make it easier for them to provide services and services. provide the latest product information. Suggestions for further researchers regarding theory and variables, they can add other variables as moderation or mediation. And it is recommended to choose a research location in another institution, which allows producing new findings for the science of human resource management.

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