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EFFECT OF ENTREPRENEURIAL ORIENTATION ON BUSINESS PERFORMANCE OF MSMES IN CERME DISTRICT WITH TECHNOLOGY ADOPTION MEDIATION

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ABSTRACT

This research examines the influence of entrepreneurial orientation and technology adoption on the business performance of culinary sector MSMEs in Cerme District, Gresik Regency. The research employed a quantitative methodology. The sample consisted of 60 respondents, and the data analysis was conducted using path analysis with Structural Equation Modeling (SEM) based on Partial Least Squares (PLS), assisted by the WarpPLS 8.0 software. The results show that entrepreneurial orientation does not have a direct and significant effect on MSME business performance. However, entrepreneurial orientation has a significant effect on technology adoption, and technology adoption significantly affects business performance. Moreover, technology adoption is proven to significantly mediate the effect of entrepreneurial orientation on business performance. These findings emphasize the crucial role of technology adoption as a bridge between entrepreneurial understanding and improved MSME business performance. Therefore, MSME actors are expected not only to possess strong entrepreneurial characteristics but also to be able to adapt to technological developments as a strategy to enhance competitiveness and business sustainability.

Keywords: *Entrepreneurial Orientation, Technology Adoption, Business Performance MSMEs.*

INTRODUCTION

In the era of globalization and increasingly intense economic competition, Micro, Small, and Medium Enterprises (MSMEs) play a crucial role in both national and regional economic development. Their contribution to the national economy is significant and should not be underestimated. According to data from the Indonesian Chamber of Commerce and Industry (KADIN), in 2023, Micro, Small, and Medium Enterprises (MSMEs) contributed approximately 61% to Indonesia's Gross Domestic Product (GDP). This figure highlights the significant role of MSMEs in generating economic value. MSMEs also play a crucial role in employment absorption. In the same year, the sector accounted for up to 97% of total employment. Therefore, the government continues to promote the growth of MSMEs across the country. Despite their vital role, MSMEs in Indonesia still face various challenges and obstacles in business development. One of the most common issues encountered by MSME actors is the low level of business performance (Riyanto & Heriyanti, 2024).

The performance of Micro, Small, and Medium Enterprises (MSMEs) can be defined as a measure of the extent to which a business—managed by an individual or a group—achieves its predetermined targets or standards. These businesses fall under the category

of Micro, Small, and Medium Enterprises (Hamel & Wijaya, 2020). Without business performance, the ongoing business activities are considered to provide little or no beneficial contribution to the business owner, manager, or individuals involved in its operation (Dewi, 2022). Performance within a company serves as a key determinant of its growth and development (Humaira *et al*., 2019). Low business performance can be observed through various indicators such as low productivity levels, limited market access, weak product competitiveness, and a lack of innovation (Riyanto & Heriyanti, 2024).

There are numerous factors that influence business performance, which are generally categorized into internal and external factors. Internal factors include aspects related to human resources (owners, managers, and employees), financial management, production techniques, and marketing strategies. Meanwhile, external factors involve government policies, socio-cultural and economic conditions, as well as the role of related institutions such as government agencies, universities, private sectors, and non-governmental organizations (Musran Munizu, 2010). Banyak dari pelaku usaha yang memulai usahanya tanpa dibekali keahlian dan pemahaman yang cukup dalam mengelola bisnis secara efektif. Keterbatasan pengetahuan ini dan keterampilan kewirausahaan berdampak pada berbagai aspek operasional UMKM. Dalam hal ini, peran UMKM saat ini harus dioptimalkan. Many entrepreneurs start their businesses without adequate skills or a sufficient understanding of how to manage their operations effectively. This lack of knowledge and entrepreneurial competence significantly impacts various operational aspects of MSMEs. In this regard, the role of MSMEs must be optimized. According to Aminu & Shariff, as cited in (Sudirman *et al*., 2021) the current era places great emphasis on MSME performance, as it is believed to help eliminate barriers and open up broader opportunities for MSMEs to grow and compete more effectively in both regional and global markets.

There are numerous factors that can influence the business performance of MSMEs, one of which is entrepreneurial orientation (Buli, 2017). Entrepreneurial orientation is considered an internal factor that affects business performance, referring to the entrepreneurial mindset possessed by business actors. It is also regarded as a modern approach to improving a company's performance. Orientasi kewirausahaan juga dikenal sebagai pendekatan baru dalam pembaharuan According to Suryono (2013) in (Kasman et al., 2024) he term 'entrepreneurship' originates from the word *entrepreneur*, which essentially implies the ability to think creatively and act innovatively. This capability serves as a foundation, a resource, a driving force of goals and strategies, and a way to respond to life's various challenges. Entrepreneurship represents the creative and innovative ability that forms the basis and resource for identifying opportunities that lead to success (Merakati *et al*., 2017). Jalali *et al*., (2014) as cited in (Arini, 2022) argue that entrepreneurial orientation is both a resource and a foundation for creating opportunities for success. It is also described as a form of creative and imaginative talent. Entrepreneurial orientation is a strategic process that guides organizations in fostering sustainable innovation, adopting a proactive attitude within the industry, and initiating risk-taking investments (Bogatyreva *et al*., 2017). Innovative attitudes and behaviors can develop over time through entrepreneurial experience, enabling MSME actors to innovate continuously (Sulistiyani *et al*., 2021). Furthermore, entrepreneurship allows individuals to create employment opportunities for the surrounding community and empower them to achieve greater well-being *(*Azwar *et al.,* 2024).

Several studies have also examined the direct relationship between entrepreneurial orientation and business performance. For instance, research conducted by Meitiana *et al*., (2024), Lailah & Soehari,2020) and Priyono & Wibowo (2021) suggests that businesses with strong entrepreneurial orientation are more likely to create market innovations, take calculated risks, and initiate proactive innovations. However, a contrasting finding was presented by Giriati (2021) who found that entrepreneurial orientation had a negative and insignificant effect on MSME performance.

Technology adoption is also a crucial factor in business performance, as it influences how businesses operate, innovate, and deliver value to customers. Therefore, technological adoption plays a critical role in shaping business performance, particularly in digital enterprises, by forming the foundation for innovation, operational efficiency, and business sustainability (Prima & Harimurty, 2024). Technologies such as cloud computing, artificial intelligence, and e-commerce platforms enable entrepreneurs to streamline operations, enhance decision-making processes, and access broader customer bases (Motjolopane & Chanza, 2023). Adoption refers to the behavior resulting from the decision to use a new idea or technology (Sihotang *et al.*, 2021). According to the Indonesian dictionary, adoption is defined as the acceptance of a proposal or report, implying that adoption involves the implementation of an accepted innovation by an individual or institution through the application of new ideas or technologies. Digital technology adoption refers to the integration of digital tools, platforms, and systems into business operations to improve efficiency, productivity, and market competitiveness (Sutanto *et al.*, 2024). One approach MSME actors can take is to utilize available information technology, particularly by engaging in online business using e-commerce and digital payment systems such as QRIS.

Research findings from several scholars also support the link between entrepreneurial orientation, technology adoption, and MSME performance. For example by Jannah *et al*. (2019) found that entrepreneurial orientation has a significant and positive impact on MSME performance. Similarly, research by Sutanto *et al* (2024) revealed that digital technology adoption and online marketing strategies are key drivers of business and entrepreneurial performance in Indonesia.

his study was conducted on Micro, Small, and Medium Enterprises (MSMEs) in Cerme District, Gresik Regency, based on several considerations. The first consideration is the urgency of the problem, where MSME actors in Gresik Regency show a low rate of technology adoption. Based on direct observation, only around 15% of MSMEs have integrated technology into their business operations. The second consideration is that many MSME actors still have limited understanding of entrepreneurial orientation. The third consideration, based on field conditions, is that a significant number of business owners have closed their businesses due to rapid changes in market trends. In addition, this study aims to provide a different perspective from previous studies, which mainly focused on urban areas and specific MSME sectors

MSMEs in Cerme District are predominantly engaged in the culinary sector, accounting for approximately 37.5% of all MSMEs in the region. Entrepreneurs often choose the culinary sector to start their businesses due to its high potential. However, despite being a leading sector, many culinary MSMEs continue to experience low business performance.

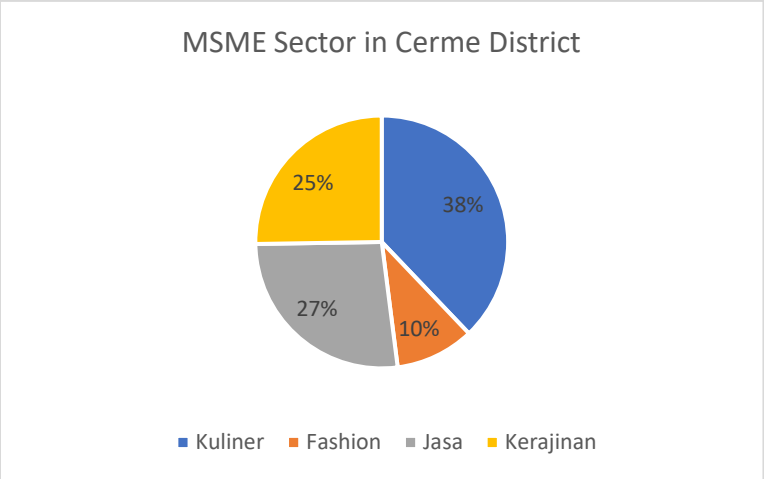

Figure 1. MSME Sector in Cerme District
Source : Diskoperindag Gresik, data is processed (2025)

MSMEs in Gresik Regency are engaged in various sectors, including services, fisheries, culinary, and handicrafts. Their presence not only contributes significantly to the region's Gross Domestic Product (GDP) but also plays a vital role in providing employment opportunities for the local population particularly those involved in small-scale food businesses. In 2022, the Department of Economy and Trade of Gresik Regency organized a technology training program for MSME actors, held in Sangkapura District. During the program, MSMEs received assistance to go digital by being included in the e-catalog system. This initiative aimed to encourage entrepreneurs to be more creative in developing their products (sekda.gresik, 2022).

Many MSME actors in Gresik Regency face similar challenges, such as issues related to business legality, market opportunities, access to capital, and partnerships with industries. In 2024, students from Universitas Gresik carried out a community service program (KKN) and conducted digitalization training for MSMEs in Cerme District. During the training, MSME owners were assisted in creating business location pins on Google Maps and in setting up social media and e-commerce platform accounts. These efforts are expected to help MSMEs broaden their market reach and promote their products more effectively (Masfardian, 2024).

This study aims to analyze and understand the influence of entrepreneurial orientation on the business performance of MSMEs in Cerme District. Specifically, it seeks to examine the extent to which entrepreneurial orientation can encourage the adoption of technology in MSME business activities. In addition, this research intends to evaluate the positive impact of technology adoption on improving business performance. Furthermore, the study is designed to test the mediating role of technology adoption in bridging the influence of entrepreneurial orientation on MSME business performance.

METHOD OF IMPLEMENTATION

This research employs a quantitative explanatory approach. The population of this study consists of all culinary sector MSMEs located in Cerme District, totaling 149 businesses. A sample of 60 respondents was selected. The sample was drawn based on predetermined criteria, including MSMEs that have been in operation for at least one year, have a minimum of two employees, and possess a Business Identification Number (NIB).

A sample is a representation of the population and serves as the primary focus in research (Arikunto, 2014). This study utilizes purposive sampling, a non-probability sampling technique in which respondents are selected based on specific purposes or characteristics. The researcher used a questionnaire as the primary data collection instrument to examine the relationship between variables.

To test the validity of the instrument, statistical analysis was conducted using SPSS software by examining the results of the corrected item-total correlation. The decision rule is that if the calculated r-value (r count) is greater than the r-table value, the item indicators are considered valid, and vice versa. The validity test was conducted at a 5% significance level.

Reliability testing is used to determine the extent to which an instrument consistently or stably measures a particular phenomenon or event. The higher the reliability of an instrument, the more consistent it is in measuring. Conversely, low reliability indicates that the instrument may produce unstable or inconsistent results.

A variable is considered reliable if it yields a Cronbach's alpha (α) value of at least 0.70.

The data collected were analyzed using path analysis with a Structural Equation Modeling (SEM) approach based on Partial Least Squares (PLS). The analysis was conducted using WarpPLS version 8.0, which enables the testing of direct, indirect, and mediating effects among variables within the research model. One of the advantages of WarpPLS is its suitability for studies with limited populations, such as MSMEs. The analysis procedure included several stages: validity testing, reliability testing, evaluation of model goodness of fit, and hypothesis testing.

RESULTS AND DISCUSSION

Table 1. Validity Test Results

Variable	Indicator/Items	*Pearson Correlation*	Description
Entrepreneurial Orientation	Innovativeness	0,893	Valid
	Proactiveness	0,890	Valid
	Risk-taking	0,759	Valid
Technology Adoption	Utilization of hardware and software	0,794	Valid
	Employee training and use of new technology	0,811	Valid
	System integration	0,688	Valid
	Smart technology adoption	0,670	Valid
MSME Business Performance	Sales growth	0,911	Valid
	Customer growth	0,856	Valid
	Profit growth	0,815	Valid

Source : Data is processed (2025)

Based on Table 1, all questionnaire items for each variable have correlation coefficient values greater than 0.3, indicating that they are valid. After meeting the validity criteria and being deemed appropriate as research instruments, the next step is to conduct a reliability test on all items.

Table 2. Realibility Test Results

Variable	Cronbach's Alpha	Description
Entreprenurial Orientation	0,794	Reliabel
Technology Adoption	0,724	Reliabel
MSME Business Performance	0,825	Reliabel

Source : Data is processed (2025)

As shown in Table 2, each variable recorded a Cronbach's Alpha value exceeding 0.6, indicating that all questionnaire items demonstrate sufficient internal consistency and can be considered reliable measurement tools for this study. The research instrument successfully passed both validity and reliability assessments, thereby confirming its appropriateness for use in the data collection phase. The collected data were subsequently analyzed to evaluate the proposed research model. Prior to interpreting the results of the hypothesis testing, it is essential that the model meets acceptable *Goodness of Fit* criteria. Although one or two indicators may not fully satisfy the standard thresholds, the model is still considered acceptable and suitable for further analysis (Solimun *et al.*, 2017). The *Goodness of Fit* evaluation is presented as follows

Table 3. Test Result of Uji Goodness of Fit

No.	***Model Fit and Quality Indices***	Statistics	***P-value***	Description
1.	*Average Path Coefficient (APC)*	0.383	<0,001	Accepted
2.	*Average R-Squared (ARS)*	0.375	<0,001	Accepted
3.	*Average Adjusted R-Squared (AARS)*	0.362	<0,001	Accepted
4.	*Average Block VIF (AVIF)*	1.068		Ideal
5.	*Average Full Collinearity VIF (AFVIF)*	2.425		Ideal
6.	*Tanenhaus GoF (GoF)*	0.508		Big
7.	*Symson's Paradox Ratio (SPR)*	1,000		Ideal
8.	*R-Squared Contribution Ratio (RSCR)*	1,000		Ideal
9.	*Statistical Supression Ratio (SSR)*	1,000		Acceptable
10.	*Nonlinear Bivariate Causality Direction Ratio (NLBCR)*	1,000		Acceptable

Source : Data is processed (2025)

The analysis results, processed using WarpPLS software and presented in Table 3, indicate that the constructed model meets the criteria for goodness of fit. Therefore, the model is considered appropriate for further hypothesis testing. The hypothesis testing process was conducted in two stages. The first stage involved testing the direct effects to

examine the relationships between entrepreneurial orientation (X) and MSME business performance (Y2), the effect of technology adoption (Y1) on MSME business performance (Y2), and the influence of entrepreneurial orientation (X) on technology adoption (Y1). This analysis was carried out using WarpPLS software, with decision-making based on p-values. If the p-value is less than 0.05, the effect is considered significant, and the hypothesis is accepted. The second stage involved testing the indirect effect to assess the mediating role of technology adoption (Y1) in the relationship between entrepreneurial orientation (X) and MSME business performance (Y2). This test was also conducted using WarpPLS, with the criterion that if the p-value of the two-segment indirect effect is less than 0.05, the effect is deemed significant and the hypothesis is accepted. Referring to Solimun *et al* (2017), here are two types of mediation: partial mediation and full mediation

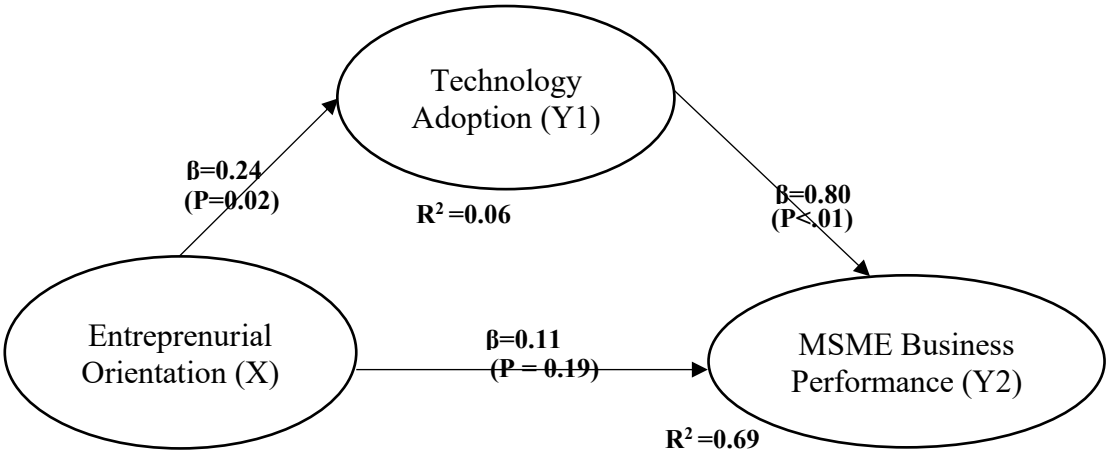

Figure 2. Results of the Direct Effect Hypothesis Test
Source : Data is processed (2025)

Table 4. Test Result of Path Coefficient

Direct Effect	**Path Coefficient**	**P-Value**	**Keterangan**
Entreprenurial Orientation → MSME Business Performance	0,109	0,191	No Significant Effect
Entreprenurial Orientation → Technology Adoption	0,240	0.024	Significant Effect
Technology Adoption → MSME Business Performance	0,798	<0,001	Significant Effect
Indirect Effect			
Entreprenurial Orientation → Technology Adoption → MSME Business Performance	0,192	0.014	Significant Effect

Source : Data is processed (2025)

Based on the results of the hypothesis test above, the following conclusions can be drawn:

Significance Test of Direct Effects

1. **There is no significant influence of Entrepreneurial Orientation on MSME Business Performance.**

   The results of Hypothesis 1 testing, presented in Table 4.9, show the relationship between entrepreneurial orientation and MSME business performance, with a path coefficient value of 0.109 and a p-value of 0.191. These findings differ from many previous studies that reported a positive effect of entrepreneurial orientation on MSME performance. For example, Ranto (2016) in a study on culinary MSMEs in Yogyakarta, found that entrepreneurial orientation—comprising innovation, risk-taking, and proactiveness—significantly improved MSME performance. However, there are also studies that support the findings of this research, suggesting that entrepreneurial orientation does not have a significant direct effect on MSME performance. This result is in line with the study by Giriati (2021) which showed that entrepreneurial orientation had a negative and insignificant influence on performance. Therefore, MSME development should focus not only on enhancing entrepreneurial orientation but also on strengthening technology adoption capabilities in order to significantly improve business performance. Based on these results, Hypothesis 1 is rejected.

2. **Entrepreneurial Orientation has a significant influence on Technology Adoption**

   The results of the hypothesis test on the relationship between entrepreneurial orientation and technology adoption show a path coefficient value of 0.240 and a p-value of 0.024. It can be concluded that entrepreneurial orientation has a positive and significant influence on technology adoption. These findings are consistent with existing theories and previous studies, which suggest that entrepreneurial orientation is a key factor in driving technology adoption, particularly in the context of small and medium enterprises (SMEs). Covin and Slevin (1989) define entrepreneurial orientation as a set of characteristics including innovativeness, proactiveness, and risk-taking that encourage organizations to seek new opportunities and adapt to changing environments. Such proactive and innovative attitudes enable business actors to be more receptive to new technologies that can enhance efficiency and competitiveness. Based on these results, Hypothesis 2 is accepted.

3. **Technology Adoption has a significant influence on MSME Business Performance.**

   The results of Hypothesis 3 testing reveal a relationship between technology adoption and MSME business performance, with a path coefficient value of 0.798 and a p-value of <0.001. These findings indicate that the use of technology in MSME operations significantly enhances efficiency, productivity, and business competitiveness. Technology adoption—such as digitalizing business processes, utilizing e-commerce platforms, and leveraging information technology—enables MSMEs to expand their market reach, optimize resource management, and improve

the quality of products and services. This is in line with the findings of Fitriyani *et al.* (2023) which demonstrated that appropriate technology adoption has a positive effect on MSME performance. Digital transformation through tools such as digital cashier applications, cashless payment systems, and social media can broaden market access and increase MSME revenue. Therefore, it is essential for MSME actors to continuously improve their capabilities and readiness to adopt suitable technologies, while also receiving support from the government and related institutions to ensure optimal implementation for the sustainability and growth of MSMEs in the digital era. Based on these results, Hypothesis 3 is accepted.

Significance Test of Indirect Effects

4. **Entrepreneurial Orientation affects MSME Business Performance through the mediation of Technology Adoption**

   Based on the results presented in the table, there is a relationship between entrepreneurial orientation and MSME business performance mediated by technology adoption, with a path coefficient value of 0.192 and a p-value of 0.014. According to the Resource-Based View (RBV) theory, a firm's performance is not solely determined by entrepreneurial orientation and the direct implementation of technology adoption, but also by how internal resources—such as the ability to adapt to technology—can drive the creation of competitive advantage. Previous studies support these findings. Research by Riza & Luhur (2023) revealed that entrepreneurial and technological orientations jointly have a significant impact on innovation performance in Indonesian startups. Theoretically, it is generally assumed that a better understanding of entrepreneurial orientation and effective technology adoption can lead to improved business performance. The data analysis shows a significant effect of entrepreneurial orientation on business performance when mediated by technology adoption. One possible reason for the insignificance of the direct influence of entrepreneurial orientation on business performance may be the dominant role of the mediating variable, technology adoption, in influencing MSME performance. Based on these results, Hypothesis 4 is accepted.

CONCLUSIONS AND SUGGESTIONS

The results of this study reveal that entrepreneurial orientation does not have a direct and significant effect on the business performance of MSMEs in Cerme District, Gresik Regency. This suggests that entrepreneurial traits such as innovation, risk-taking, and proactiveness alone are not sufficient to drive business performance unless supported by other enabling factors. However, technology adoption is shown to have a significant impact on improving business performance. MSMEs that integrate technology into their operations from production and marketing to customer service tend to experience better performance outcomes.

Furthermore, technology adoption is proven to mediate the relationship between entrepreneurial orientation and business performance. This indicates that entrepreneurs with a high level of entrepreneurial orientation can improve their performance if they are able to utilize technology effectively. Therefore, although entrepreneurial orientation does not directly influence performance, technology plays a crucial role in bridging that relationship. As a result, the continued promotion of technology adoption should be

prioritized as a key strategy to optimize entrepreneurial potential and enhance the competitiveness of MSMEs.

Based on the analysis results and field conditions, culinary MSME actors in Cerme District are advised to continuously develop their entrepreneurial orientation by enhancing creativity, the courage to try new things, and openness to market opportunities. Although entrepreneurial orientation does not directly affect business performance, it can play an optimal role when supported by appropriate technology utilization. Therefore, business actors should strengthen the use of digital technologies, such as social media marketing, e-commerce utilization, and the digitalization of financial and inventory systems. On the other hand, local governments and MSME support institutions are encouraged to design entrepreneurship training programs integrated with digital literacy, technology adoption mentoring, and facilitation of access to both local and national digital platforms.

MSME empowerment policies should focus on increasing digital adaptation capacity and expanding access to digital markets, enabling MSME actors to be more competitive in the digital transformation era. For future research, it is recommended to broaden the scope in terms of geographical area, business sectors, and number of respondents to obtain more generalizable and comprehensive findings. By expanding the research scope, it is expected to determine whether the relationship between entrepreneurial orientation, technology adoption, and MSME business performance is consistent or varies depending on regional and business characteristics

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