

## **Business Performance Based on Entrepreneurial Orientation, Motivation, and Organizational Commitment in Snack Food MSMEs**

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### *Abstract*

*This study examines the effect of entrepreneurial orientation and motivation on business performance with organizational commitment as an intervening variable in snack food MSMEs in Cisarua District. The sample used was 58 snack food MSMEs in Cisarua District. This research is descriptive and verification with the path analysis method. This study resulted in the findings that entrepreneurial orientation and motivation have an influence on business performance and organizational commitment. Organizational commitment served as an intervening variable. Based on the result of this study, business actors must be able to improve entrepreneurial orientation and motivation in order to improve business performance and organizational commitment.*

*Keywords: business performance, organizational commitment, entrepreneurial orientation, motivation*

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## **1. INTRODUCTION**

Snack food is one type of food that is in great demand by various groups, be it children, teenagers, and even adults. This can be proven by the increasing distribution of snacks in Indonesia. In 2020, the distribution of snacks amounted to 1,183 million kilograms, and it will reach 1,281 million kilograms in 2021. This snack distribution increased by 8%. The volume of snack food distribution in Indonesia is expected to continue to increase from 2023-2027 by 7%. With the estimated increase in the volume of snack food distribution, it is a good opportunity for businesses engaged in the production and distribution of snacks.

Based on age, it can be seen that snack consumers in Indonesia in 2021 are 18-24 years old, 22.10%, 25-34 years old, 33.10%, 35-44 years old, 30.80%, and 45-54 years old, 14%. This shows that most snack consumers are millennials (28-46

years old) and Generation Z (13-27 years old). This generation has characteristics that always want to try new things. Therefore, many snack variants have new and unique flavors or shapes. This is the result of innovation from snack food entrepreneurs to attract millennials and Generation Z. Unfortunately, there are still business actors, especially snack food entrepreneurs, who are always willing to try new flavors or shapes. Unfortunately, there are still business actors, especially snack food MSME business actors, who do not understand the importance of innovating regularly.

Micro, Small, and Medium Enterprises (MSMEs) are spread across various regions in Indonesia. One of them is in the Cisarua District. Cisarua District is one of the most strategic areas because there are many tourist attractions and inns in this area. One of the MSMEs that is suitable for the Cisarua area is snack MSMEs. Snack food MSMEs can easily market their products because snacks can be used as souvenirs for tourists who are visiting the Cisarua District. Not only that, but MSMEs in the Cisarua District can also collaborate with tourist attractions and local inns because snacks are usually needed in an event (for example, for coffee breaks). Pastries and wet cake products dominate snack products made by snack food business actors in the Cisarua Sub-district. Most of the pastries and wet cake products produced are traditional cakes, and there has been no additional innovation. This causes the performance of MSME businesses to be low. This will have an impact on the sustainability of the MSME business being run. In fact, if an MSME can develop its business for the better, it can encourage the rate of economic growth and be able to minimize unemployment. According to Darmanto et al. (2018), business performance is the level of goal achievement based on predetermined goals. Based on the results of a survey conducted on 15 snack food MSMEs in Cisarua District, it can be seen that the average sales per month of snack food business actors in Cisarua District in 2022 were IDR 2,533,000, - with a target achievement percentage of 71%. This shows that the previously made target has not been achieved because, in that year, the business actors were still trying to recover from the various impacts of the COVID-19 pandemic. The non-achievement of sales targets can indicate that the business performance of snack food MSMEs in the Cisarua District is not good. To evaluate business performance from various factors that affect business performance, such as organizational commitment, entrepreneurial orientation, motivation, and many more (Mukson et al., 2020).

Organizational commitment is one factor that can affect MSMEs' business performance. According to Yusuf and Syarif (2018), organizational commitment is a person's loyal attitude towards an organization by staying in the organization and not wanting to leave the organization for any reason. Suppose MSME business actors can consistently run their businesses. In that case, the business performance of these MSMEs will also increase so that the various business objectives that have been designed can be achieved optimally. To find out how high the organizational commitment of snack food MSMEs in the Cisarua District is, one can look at several indicators of organizational commitment. Many experts have expressed their opinions regarding organizational commitment indicators, including Yusuf and Syarif (2018). Yusuf and Syarif (2018) explain that organizational commitment indicators consist of affective commitment, continuous commitment, and normative commitment. The normative commitment of snack food business actors in Cisarua District can be known by looking at the growth of MSMEs in Cisarua District. In 2020, there were 80 snack food MSME units, and in 2021, there were 58 snack food MSME

units in Cisarua District. This shows that there was a decrease in the number of snack food MSME units in the Cisarua District by 22 MSME units or 27.5%. Based on the results of an interview with the Chairperson of the Cisarua District MSME and IKM Forum on February 9, 2023, it can be seen that the decline in the number of snacks MSMEs in Cisarua District occurred because many business actors were unable to manage their time properly so that the snack food business did not run smoothly.

Not only organizational commitment can affect business performance, but entrepreneurial orientation can also affect the good and bad business performance of an MSME. According to Suryana (2015), entrepreneurship orientation is a science that studies a person's values, abilities, and behavior when facing various challenges in life and how to get opportunities with various risks that may be faced. To determine whether or not the entrepreneurial orientation of snack food MSMEs in the Cisarua District can be known by various indicators of entrepreneurial orientation. According to Suryana (2015), the indicators of entrepreneurial orientation consist of innovation, risk-taking, activeness, and competitive aggressiveness. Based on the results of a presurvey of snack food business actors in Cisarua District related to entrepreneurial orientation, it can be seen that there are still many business actors who do not make either short-term or long-term goals. This shows the lack of planning carried out by snack food business actors in the Cisarua District, even though with good planning, it will be easy to carry out various activities to develop the business. All of this still shows that the entrepreneurial orientation of snack food MSMEs in the Cisarua District is still relatively poor.

The business performance of business actors can be improved by also increasing the motivation of business actors. According to Siagian (2019), motivation is a push that makes a person ready and willing to mobilize his abilities in the form of expertise, time, and energy to carry out various activities that are his responsibility in order to achieve various goals and objectives that have been set before. To find out how high the motivation of snack food MSME business actors in Cisarua District can be seen by paying attention to various indicators of motivation. According to Siagian (2019), motivation indicators consist of drive, willingness, expertise, skills, responsibility, obligation, and goals. Based on the results of a pre-survey of snack food business actors in Cisarua District related to motivation, it can be seen that there are still many business actors who have not included the expiration date on the products produced, even though including the expiration date is one of the obligations of snack food business actors to provide information to customers. This still shows that the motivation of snack food MSMEs in the Cisarua District is still relatively low.

Based on the various problems that occur in snack food MSMEs in Cisarua District, it is suspected that there is an influence of entrepreneurial orientation and motivation on business performance through organizational commitment, so researchers are interested in conducting research aimed at knowing and analyzing 1) business actors' responses regarding business performance, commitment, entrepreneurial orientation, and motivation in snack food MSMEs in Cisarua District, 2) the effect of entrepreneurial orientation on organizational commitment, 3) the effect of motivation on organizational commitment, 4) the effect of entrepreneurial orientation on business performance, 5) the effect of motivation on business performance, 6) the effect of organizational commitment on business performance, 7) the effect of organizational commitment in mediating the effect of entrepreneurial orientation on business performance, 8) the effect of organizational commitment in

mediating the effect of motivation on business performance. By analyzing these various objectives, this study can provide results related to the effect of organizational commitment as an intervening variable between entrepreneurial orientation and motivation on business performance in snack food MSME business actors because most organizational commitment is studied on employees in a company.

This research is organized by explaining the literature review and hypothesis development, then by explaining the research methods, discussing the research results, and concluding with conclusions and suggestions for business actors and further research.

## **2. LITERATURE REVIEW**

### **2.1. Effect of Entrepreneurial Orientation on Organizational Commitment**

An entrepreneurial orientation will make business actors more committed to running their businesses. This is in accordance with previous research conducted by Rahayu (2018), which shows that entrepreneurial orientation can support increasing the commitment of entrepreneurs to doing business. This is also in accordance with the research results conducted by Husna and Wahyuni (2023) and Indrawati and Kurniawan (2021).

**H1: Entrepreneurial orientation has a positive and significant effect on organizational commitment.**

### **2.2. Effect of Motivation on Organizational Commitment**

High motivation will increase the organizational commitment of business actors. This is in accordance with previous research conducted by Wardhani et al. (2015), which shows that work motivation in the form of hygienic factors and motivator factors partially affects organizational commitment. This is also in accordance with previous research conducted by Sahabuddin et al. (2019), which shows that work motivation has a significant effect on entrepreneurial commitment. Not only that, but this is also in accordance with research conducted by Liana and Denjayanti (2022), which shows that work motivation has a significant positive effect on organizational commitment.

**H2: Motivation has a positive and significant effect on organizational commitment.**

### **2.3. Effect of Entrepreneurial Orientation on Business Performance**

Entrepreneurial orientation is a discipline that business actors must own. This happens because if business actors pay attention to entrepreneurial orientation, it will have an impact on business performance. This is in accordance with previous research conducted by Rahmadi et al. (2021), which states that there is a significant relationship between entrepreneurial orientation and business performance. In addition, it is supported by research conducted by Herlinawati et al. (2019), which states that entrepreneurial orientation has a positive effect on business performance. Besides that, it is also supported by Kusnadi and Utama (2023), who state that entrepreneurial orientation has an influence on business performance.

**H3: Entrepreneurial orientation has a positive and significant effect on business performance.**

#### **2.4. Effect of Motivation on Business Performance**

With high motivation, it will affect the performance of the business being run by business actors. This is in accordance with previous research, which states that there is a positive and significant influence between motivation and business performance. The research was conducted by Maulana et al. (2021), which states that business motivation has a positive and significant effect on business performance. In addition, it is supported by other research conducted by Jaya and Sumarni (2020), which states that work motivation has a positive and significant effect on performance. This is also supported by research conducted by Gemina and Ginanjar (2019), which states that business motivation has a positive and significant effect on the performance of food MSMEs in Cianjur Regency.

**H4: Motivation has a positive and significant effect on business performance.**

#### **2.5. Effect of Organizational Commitment on Business Performance**

With organizational commitment, business actors can improve their business performance. This is in accordance with previous research, which shows that organizational commitment has a positive and significant effect on business performance. The research conducted by Gemina and Ginanjar (2019) states that commitment has a positive and significant effect on performance. In addition, it is supported by other research conducted by Ambarwati and Fitriasaki (2019). The research shows that there is a significant influence between entrepreneurial commitment and business performance. In addition, it is supported by other research conducted by Chahyono and Zulkifli (2020), which shows that the entrepreneurial commitment variable has an influence on business performance.

**H5: Organizational commitment has a positive and significant effect on business performance.**

#### **2.6. Organizational Commitment Mediates the Effect of Entrepreneurial Orientation on Business Performance**

Business performance can be influenced by various factors, one of which is entrepreneurial orientation. If the entrepreneurial orientation factor is not so good, it can be helped by organizational commitment to improve business performance. Sinarasri (2013, p.30) argues that entrepreneurial orientation is a creative and innovative ability that is used as a basis for seeking opportunities to achieve success so that it can produce new products or services using new production methods. According to Mowday in Sopiah (2008), organizational commitment is a behavioral dimension that can be used as an assessment of the level of employee tendency to stay as a member of the organization. According to Asmawiyah (2021), business performance refers to the level of achievement or success of a business within a certain period of time. This is in accordance with previous research conducted by Nadhar et al. (2017), Sahabuddin et al. (2019), and Chahyono and Zulkifli (2020), which shows that organizational commitment mediates the effect of motivation on business performance.

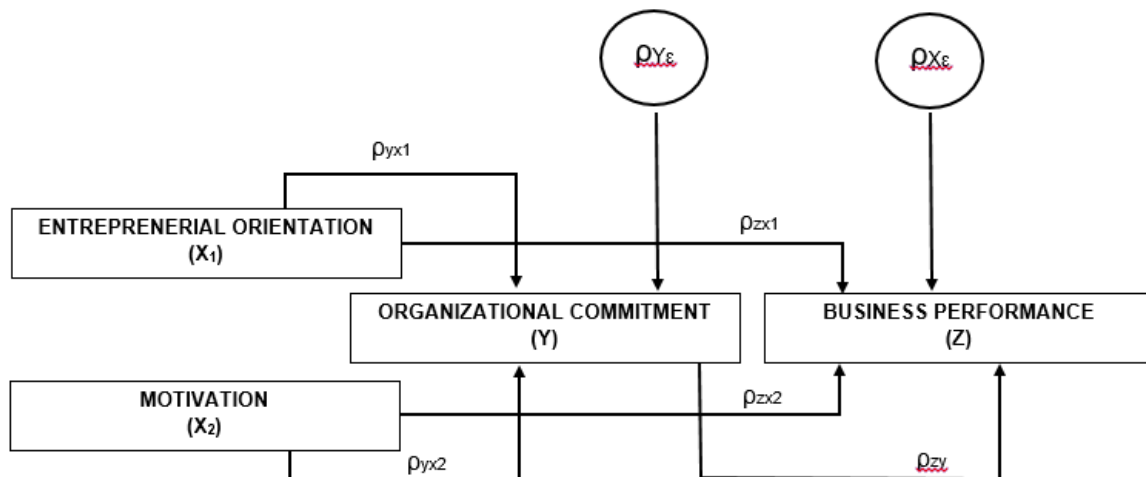
**H6: Organizational commitment mediates the effect of entrepreneurial orientation on business performance.**

**2.7. Organizational Commitment Mediates the Effect of Motivation on Business Performance**

Business performance can be influenced by various factors, including entrepreneurial orientation, motivation, and organizational commitment. These factors can improve the business performance of a business that is being undertaken. This is in accordance with previous research conducted by Nadhar et al. (2017), Sahabuddin et al. (2019), and Chahyono and Zulkifli (2020), which shows that organizational commitment effect motivation on business performance.

**H7: Organizational commitment mediates the effect of motivation on business performance.**

Based on the hypothesis made, the path analysis framework in this study is as follows:



**Figure 1.** Path Analysis Framework

**3. METHODOLOGY**

This study was conducted to obtain an overview of the effect of entrepreneurial orientation and motivation on business performance through organizational commitment in snack food MSMEs in Cisarua District. The approach used in this research is a quantitative approach with the research design used, namely descriptive and verification methods and path analysis. The variables used in this study consist of exogenous variables (entrepreneurial orientation (X<sub>1</sub>) variable with indicators of innovativeness, risk-taking, proactiveness, and competitive aggressiveness and motivation (X<sub>2</sub>) variable with indicators driving force, willingness, expertise, skills, responsibility, obligations, and purpose), endogenous variables (business performance (Z) with indicators of sales growth, customer growth, target fulfillment, marketing reach, and profit growth), and intervening variables (organizational commitment (Y) with indicators affective commitment, continuance commitment, and normative commitment). The population in this study were all snack food MSMEs in Cisarua District. The sampling technique used was non-probability sampling with a saturated sampling procedure, or all members of the

population were used as samples, so the number of samples used in this study were all snack food MSMEs in Cisarua District, namely 58 MSME units. The selection of snack food MSMEs in Cisarua District is because Cisarua District is an area that has many tourist attractions, which provides great opportunities for snack food MSMEs to develop their businesses. The data collection time in this study was for one month, from April to May 2023. Data sources were obtained from primary data, namely data taken directly from respondents, by filling out questionnaires and interviews. In contrast, secondary data is data that has been available and collected by other parties, such as journal articles and information from the Bogor Regency Cooperative and MSMEs Office and the Bogor Regency Statistics Agency. In order to assess the answers to each questionnaire, this study used a Likert scale and analyzed the data using the IBM SPSS Version 25.00 program.

## 4. RESULT AND DISCUSSION

### 4.1. Respondent Characteristics

The characteristics of snack food MSME players can be known based on gender, age, status, latest education level, length of business, monthly income, amount of wealth, and number of workers. The questionnaire was distributed to 58 snack food MSME players in Cisarua District, so the characteristics of the research respondents are as follows:

**Table 1.** Recapitulation of Business Actor Characteristics

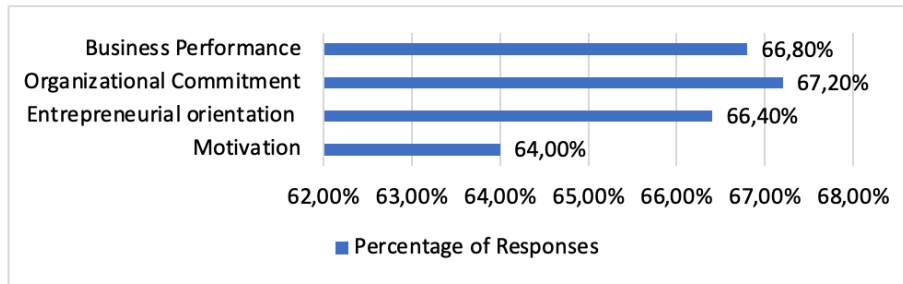
No	Characteristics	Characteristics of Business Actor	Total	Percentage (%)
1	Gender	Female	51	88
2	Age	36-50 Years	44	76
3	Status	Marry	57	98
4	Last Education Level	High School	29	50
5	Length of Business	2-5 Years	35	61
6	Revenue Per Month	IDR 1-3 Million	22	40
7	Total Wealth/Assets	IDR 1-50 Million	48	82
8	Number of Workers	<4 People	58	100

Source: Questionnaires of MSME entrepreneurs (2023).

Table 1 shows that the majority of snack food business actors in Cisarua District are female, aged 36-50 years, married, and the majority of the last education level is high school. The length of business is 2-5 years, has a monthly income of 1- 3 million rupiah, has total wealth/assets of 1- 50 million rupiah, and has a workforce of less than four people.

### 4.2. Businesses' Responses to Business Performance, Organizational Commitment, Entrepreneurial Orientation, and Motivation

The following is a recapitulation of business actors' responses to business performance, organizational commitment, entrepreneurial orientation, and motivation:



**Figure 2.** Responses of Business Actors

Based on Figure 2, it is known that:

1. The business performance of snack food MSME players in Cisarua District has an average of 66,80%. This shows that business performance is included in the interpretation of good enough based on statements of sales growth, customer growth, target fulfillment, marketing reach, and profit growth. The highest statement on business performance related to sales growth (the nominal amount of rupiah obtained increases from year to year) and the lowest statement on business performance related to marketing reach (business actors market products online to expand marketing reach).
2. The organizational commitment of snack food MSME players in Cisarua District has an average of 67,20%. This shows that organizational commitment is included in a fairly high interpretation based on statements of affective commitment, continuous commitment, and normative commitment. The highest statement on organizational commitment is related to affective commitment (business actors feel proud of the business being run), and the lowest statement on organizational commitment is related to normative commitment (business actors will remain loyal to the business being run regardless of conditions).
3. Entrepreneurial orientation of snack food MSME players in Cisarua District has an average of 66,40%. This shows that entrepreneurial orientation is included in the interpretation of good enough based on the statements of innovativeness, risk-taking, activeness, and competitive aggressiveness. The highest statement on entrepreneurial orientation is related to innovation (business actors always make improvements in various aspects), and the lowest statement on entrepreneurial orientation is related to innovation (business actors regularly make new products).
4. The motivation of snack food MSME players in Cisarua District has an average of 64,00%. This shows that motivation is included in a fairly high interpretation based on statements of the driving force, willingness, expertise, skills, responsibility, obligations, and goals. The highest statement on motivation is related to the driving force (business actors get support from various parties), and the lowest statement on motivation is related to obligations (business actors put the expiration date on the products made).



### 4.3. Instrument Testing

Instrument testing in this study used validity and reliability tests. The validity test was carried out on 40 statements for respondents consisting of 10 statements for business performance, 6 statements for organizational commitment, 8 statements for entrepreneurial orientation, and 16 statements for motivation. The criteria used to assess the validity is if obtained  $r_{count} \geq 0.3$ , then the data is valid or feasible to use in hypothesis testing, whereas if  $r_{count} < 0.3$  indicates that the data is declared invalid, which means it is not possible to use in hypothesis testing. In this study, the results of all  $r_{counts}$  are greater than 0.3, which means that all statements are declared valid and suitable for use. As for the reliability test, according to Sugiyono (2018), an instrument is said to be reliable if the Cronbach alpha ( $\alpha$ ) value is greater than 0.6 because, in this study, the Cronbach alpha value of each variable has a value greater than 0.6, so the data in this study is declared reliable.

### 4.4. Classical Assumption Test

The classic assumption test in this study uses the normality test, multicollinearity test, and heteroscedasticity test. The results of classical assumption testing on data normality, multicollinearity test, and heteroscedasticity test show that the data is normally distributed, free from multicollinearity and heteroscedasticity.

### 4.5. Data Analysis

#### 4.5.1. Path Analysis Result

This study uses path analysis assisted by the IBM SPSS Version 25.00 program so that there will be two equations, namely  $X_1$  and  $X_2$  to  $Y$  and  $X_1$ ,  $X_2$ , and  $Y$  to  $Z$ . The structural equation model of path analysis in this study is as follows:

$$Y = \rho_{X_1Y} X_1 + \rho_{X_2Y} X_2 + \rho_{Y\epsilon}$$

$$Y = 0,295X_1 + 0,214X_2 + 0,706$$

$$Z = \rho_{X_1Z} X_1 + \rho_{X_2Z} X_2 + \rho_Y Y + \rho_{ZY\epsilon}$$

$$Z = 0.372X_1 + 0.243X_2 + 0.604Y + 0.451$$

The recapitulation of the results of the coefficient of direct effect, indirect effect, and total effect is as follows:

**Table 2.** Recapitulation of the Results of the Coefficient of Direct, Indirect, and Total Influence

Variables		Path Coefficient		
Independent	Dependent	Direct	Indirect	Total
Entrepreneurial Orientation ( $X_1$ )	Organizational Commitment ( $Y$ )	0,319		
Motivation ( $X_2$ )	Organizational Commitment ( $Y$ )	0,375		
Entrepreneurial Orientation ( $X_1$ )	Business Performance ( $Z$ )	0,327	0,156	0,483
Motivation ( $X_2$ )	Business Performance ( $Z$ )	0,282	0,150	0,432
Organizational Commitment ( $Y$ )	Business Performance ( $Z$ )	0,400		

Source: Results of statistical data processing with SPSS Version 25 (2023).

These results, if explained using the form of a path diagram, are as follows:

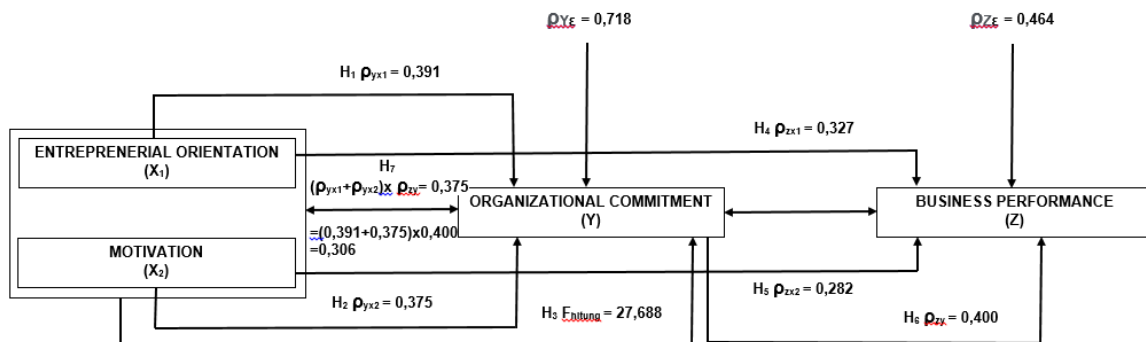


Figure 3. Path Analysis Diagram Model

Based on the results of path analysis, it is known that entrepreneurial orientation has a greater total effect on business performance through organizational commitment than motivation. Therefore, business actors should pay more attention to entrepreneurial orientation, especially those related to business innovation. Business actors can make various innovations, both product innovation and marketing innovation. This innovation can make the snack food business better known by customers. A business that many customers have recognized will make business actors continue to be loyal to the business being run and make every effort to achieve the expected business performance.

#### 4.5.2. Coefficient of Determination

The coefficient of determination is used to determine the contribution of the influence of variable X on Y together. To determine the amount of the coefficient of determination can be seen from the R Square value on the calculation results using the IBM SPSS version 25.00 program. In the first equation, it can be seen that the R Square value is 0.502. This shows that the contribution of the influence of the entrepreneurial orientation variable ( $X_1$ ) and motivation ( $X_2$ ) to the organizational commitment variable ( $Y$ ) is 50.2%, while the remaining 49.8% is the contribution of other variables not examined. Meanwhile, in the second equation, the R Square value is 0.796. This indicates that the contribution of the influence of the entrepreneurial orientation variable ( $X_1$ ), motivation ( $X_2$ ), and organizational commitment ( $Y$ ) to the business performance variable ( $Z$ ) is 79.6%, while the remaining 20.4% is the contribution of other variables not studied.

#### 4.6. Hypothesis Testing and Discussion

This study tested the hypotheses using the t-test and Sobel test. The t-test is used to test  $H_1, H_2, H_3, H_4,$  and  $H_5$ , namely to test the effect of variables directly while the Sobel Test is used to test  $H_6$  and  $H_7$ , namely to test the effect of variables indirectly. The criterion for testing the hypothesis in the t-test is if the t-value > table value, then the hypothesis is accepted. The t-value is obtained from the results of data processing in the IBM SPSS Version 25.00 program, while the table value is obtained from the distribution table value with  $\alpha = 0.05$  and degrees of freedom  $dk = n-k-1 = 58-1-1 = 56$  so that the table value in this study is 2.003. The criterion for testing the hypothesis with the Sobel Test is that if the  $Z_{value} > Z_{table}$ , then the hypothesis is accepted. The  $Z_{value}$  is obtained from the results of the Sobel test

formula or calculations using the Sobel Test Calculator application. Meanwhile, the  $Z_{table}$  value is absolutely 1.96.

**Table 3.** Recapitulation of Hypothesis Testing

No	Hypothesis	Statistical Test	Decision	Conclusion
1	Entrepreneurial orientation has a direct positive and significant effect on organizational commitment.	2.887 > 2.003	H <sub>a1</sub> Accepted	Direct positive and significant effect.
2	Motivation has a direct positive and significant effect on organizational commitment	2.711 > 2.003	H <sub>a2</sub> Accepted	Direct positive and significant effect.
3	Entrepreneurial orientation has a direct positive and significant effect on business performance	3.486 > 2.003	H <sub>a3</sub> Accepted	Direct positive and significant effect.
4	Motivation has a direct positive and significant effect on business performance.	3.026 > 2.003	H <sub>a4</sub> Accepted	Direct positive and significant effect
5	Organizational commitment has a direct positive and significant effect on business performance	4.593 > 2.003	H <sub>a5</sub> Accepted	Direct positive and significant effect.
6	Organizational commitment mediates the effect of entrepreneurial orientation on business performance.	2.44 > 1.96	H <sub>a6</sub> Accepted	Organizational commitment mediates the effect of entrepreneurial orientation on business performance.
7	Organizational commitment mediates the effect of motivation on business performance.	2.375 > 1.96	H <sub>a7</sub> Accepted	Organizational commitment mediates the effect of motivation on business performance.

Source: Results of statistical data processing with SPSS Version 25 (2023).

The explanation of Table 3 can be described in the following discussion:

#### 4.6.1. Effect of Entrepreneurial Orientation on Organizational Commitment

The results of this study show that the t-value on H<sub>1</sub> is greater than the table value (2.887 > 2.003). So, H<sub>a1</sub> is accepted, and H<sub>01</sub> is rejected, meaning that entrepreneurial orientation directly has a positive and significant effect on the organizational commitment of snack food MSMEs in the Cisarua District. The results of this study are supported by Rahayu (2018), Husna and Wahyuni. (2023), and Indrawati and Kurniawan (2021) show that entrepreneurial orientation has a positive and significant effect on organizational commitment. With an entrepreneurial orientation, business actors have the ability to take risks. This is very useful for increasing the organizational commitment of business actors because, with the ability to take good risks, business actors will tend to take various opportunities that exist

(Yusuf and Syarif, 2018). This will prevent business actors from easily giving up and help them continue to survive in the business being run.

#### **4.6.2. Effect of Motivation on Organizational Commitment**

The results of this study show that the t-value on  $H_2$  is greater than the table value ( $2.711 > 2.003$ ). So,  $H_{a2}$  is accepted, and  $H_{02}$  is rejected, meaning that motivation directly has a positive and significant effect on the organizational commitment of snack food MSMEs in Cisarua District. The results of this study are supported by Wardhani (2015), Sahabuddin et al. (2019), and Liana and Denjayanti. (2022) that motivation has a positive and significant effect on organizational commitment. If the level of enthusiasm of business actors in developing a business is high, the desire to stay in the business being run will also increase (Liana & Denjayanti, 2022). In addition, business actors who have high motivation tend to have a sense of optimism and continue to struggle in the face of obstacles. This is what makes business actors remain loyal to the business they are running (Yusuf and Syarif, 2018).

#### **4.6.3. Effect of Entrepreneurial Orientation on Business Performance**

The results of this study show that the t-value on  $H_3$  is greater than the table value ( $3.486 > 2.003$ ). So,  $H_{a3}$  is accepted, and  $H_{03}$  is rejected, meaning that entrepreneurial orientation directly has a positive and significant effect on the business performance of snack food MSMEs in the Cisarua District. The results of this study are supported by Rahmadi et al. (2021), Herlinawati et al. (2019), and Kusnadi and Utama (2022), which state that entrepreneurial orientation has a positive and significant effect on business performance. With an entrepreneurial orientation, business actors have the willingness to realize various innovative ideas in the business world. This is very much needed if business actors want to improve their business performance (Mukson et al., 2020). Innovative ideas will produce a new and useful output for business sustainability.

#### **4.6.4. Effect of Motivation on Business Performance**

The results of this study show that the t-value on  $H_4$  is greater than table value ( $3.026 > 2.003$ ). So  $H_{a4}$  is accepted and  $H_{04}$  is rejected, meaning that motivation directly has a positive and significant effect on the business performance of snack food MSMEs in Cisarua District. The results of this study are supported by Maulana et al. (2021), Jaya and Sumarni (2020) and Gemina and Ginanjar (2019) which state that motivation has a positive and significant effect on business performance. High and low motivation can show the positive and negative values of business actors in dealing with various circumstances in running a business (Mangkunegara, 2014). This shows that if business actors have high motivation, the business's performance will also be high.

#### **4.6.5. Effect of Organizational Commitment on Business Performance**

The results of this study show that the t-value on  $H_5$  is greater than the table value ( $4.593 > 2.003$ ). So,  $H_{05}$  is accepted, and  $H_{a5}$  is rejected, meaning that organizational commitment directly has a positive and significant effect on the business performance of snack food MSMEs in Cisarua District. The results of this study are supported by Ambarwati and Fitriasari (2021), Gemina and Ginanjar

(2019), and Chahyono and Zulkifli (2020) show that organizational commitment has a positive and significant effect on business performance. Good organizational commitment will increase the attitude of loyalty in business actors and will increase their attention to the success of the business being run (Mukson et al., 2020). This is very useful for improving business performance because a business that is run consistently and with a high level of loyalty will produce better output from year to year, this is because business actors will continue to learn from various previous mistakes not in new problems.

#### **4.6.6. Organizational Commitment Mediates the Effect of Entrepreneurial Orientation on Business Performance**

The results in this study show that Z value on  $H_6$  is greater than  $Z_{table}$  ( $2.44 > 1.96$ ). So, it can be seen that  $H_{a6}$  is accepted, and  $H_{06}$  is rejected. The results of this study are supported by Nadhar et al. (2017), Sahabuddin et al. (2019), and Chahyono and Zulkifli (2020), which states that organizational commitment mediates the effect of entrepreneurial orientation on business performance. According to Sinarasri (2013), Entrepreneurial orientation requires creative abilities and innovative activities to produce new and useful products or services. These new and useful products and services are able to improve the business performance of an MSME, but this must also be strengthened by the loyalty of business actors in developing these products and services because if there is no loyalty or even loyalty, new and useful products and services will only be an idea that does not develop.

#### **4.6.7. Organizational Commitment Mediates the Effect of Motivation on Business Performance**

The results in this study show that the Z value on  $H_6$  is greater than  $Z_{table}$  ( $2.375 > 1.96$ ). So, it can be seen that  $H_{a7}$  is accepted, and  $H_{07}$  is rejected. The results of this study are supported by Nadhar et al. (2017), Sahabuddin et al. (2019), and Chahyono and Zulkifli (2020), which state that organizational commitment mediates the effect of motivation on business performance. According to Gibson et al. (2018) in Mulyadi (2018), motivation is the force that encourages someone to cause and direct something (encouragement of enthusiasm or work motivation). Suppose business actors have enthusiasm for the business they are running. In that case, it will improve the business performance of the business, and the business performance will continue to grow if it is driven by high loyalty from business actors in developing their business.

## **5. CONCLUSION**

The results of this study indicate that entrepreneurial orientation and motivation have a significant and positive effect on organizational commitment and business performance. Then organizational commitment becomes an intervening variable affecting entrepreneurial orientation and motivation to business performance, so that all hypotheses are accepted. Based on these results, it can be seen that business performance can be improved by increasing entrepreneurial orientation and motivation to foster the organizational commitment of business actors. From high organizational commitment, optimal business performance will be built.

The theoretical implication of this research is that entrepreneurial orientation and motivation possessed by business actors should be improved and adjusted to improve organizational commitment and business performance. Therefore, based on the results of the responses of business actors, it is hoped that business actors:

1. Able to improve business performance by increasing online marketing, such as listing business locations on Google Maps or marketing products through the TikTok application, which is currently in demand by Indonesians.
2. Able to increase organizational commitment by remaining loyal to the business being run regardless of conditions. So that business actors can remain loyal to this snack food business, business actors must be able to manage time well, namely by using a priority scale so that business actors have no difficulty in developing their business.
3. Able to increase entrepreneurial orientation by routinely innovating. Inspiration in innovating can be obtained by looking for ideas from various sources such as social media, books, or magazines and implementing an observe, imitate, and modify the system so that the products made have their own characteristics.
4. Increase motivation by including an expiration date on the products made. The inclusion of expiration dates is an obligation of snack food business actors, which is useful for providing information to customers.

This study has limitations related to the sample used because it only examines one subdistrict, which causes the sample to be small. Not only that, but this research is limited to the variables of business performance, organizational commitment, entrepreneurial orientation, and motivation. Therefore, for further research, it is expected that 1) Research using samples above 100 samples in order to obtain a more accurate analysis; 2) Add other variables that can affect business performance such as work environment, banking support, skills, competencies, quality of encouragement, guidance, manager support, quality of coworker support, work systems and facilities provided by the organization.

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