

## **Organizational Culture and Entrepreneurship Orientation: The Influence on Business Performance**

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**ABSTRACT :** This study aims to analyze the mediating function of entrepreneurship orientation on the influence of organizational culture on business performance. The research population is culinary SMEs in the city of Makassar. The data collection technique used was a proportional sample technique with 162 respondents of SMEs. While the technical data that will be used is the Structural Equation Model (SEM) AMOS Analysis. Furthermore, the data that has been collected through research instruments that have been tested for validity and reliability, then will use regression weight on SEM, used to confirmatory research how many relationships between variables. The results of the data analysis show that entrepreneurship orientation mediates the influence of organizational culture on business performance has a positive and significant effect.

**KEYWORDS** – Organizational Culture, Entrepreneurship Orientation, Business Performance

### **I. INTRODUCTION**

Small and Medium Enterprises (SMEs) is an interesting topic to study, many researchers have conducted studies of various types of businesses throughout the world, both in terms of finance, marketing, human resources, operations and others that contribute thought in the development of SMEs. Small and medium businesses become a mainstay sector of a nation because small and medium businesses can still operate in times of crisis and can demonstrate their resilience (Holm & Sharma, 2006). One of the reasons why entrepreneurship is very important is because it contributes to job growth and the creation of innovation and efficiency. Some experts call it the "engine of economic growth" (Brown et al. 2013, Beck and Cull 2014) explain that most businesses around the world are included in the micro, small or medium category (SME). More than 95 percent of businesses fall into the SME category, more than 50 percent of the workforce works in companies that have fewer than 100 employees. The majority of countries in the world are aware of the fact that SMEs contribute a large portion of GDP and economic activity (Jasra, Khan, Hunjra, Rehman, & Azam, 2011).

Small and medium-sized businesses in Indonesia are one of the sectors that have made a significant contribution to the national economy, especially in absorbing labor, forming the National Gross Domestic Product (GDP), the value of national exports, and national investment. Micro and small industries have proven that they are resilient industries and able to survive through difficult conditions, namely the economic crisis. (Hitt, Bierman, Shimizu, & Kochhar, 2001) state that the advantages of small businesses over large businesses are the flexibility, ingenuity, and agility that small businesses have.

In the Makassar city, the development of the number of micros, small and medium businesses continues to increase. In 2014 the number of micros, small and medium enterprises reached 103,154 business units, where the number of micro-businesses was 94,537 business units, the number of small businesses was 7,949 business units, and the number of medium businesses was 668 business units. In 2015 the number of micros, small and medium enterprises reached 107,048 business units where the number of micro-businesses was 100,526 business units, the number of small businesses was 5,893 business units and the number of medium businesses was 989 business units. Furthermore, in 2016 the number of micros, small and medium enterprises was 119,494 business units, where the number of micro-businesses was 112,896 business units, the number of small businesses was 5,577 business units and the number of medium businesses was 1021 units. The number of MSMEs in 2017 was 806,877 consisting of 690,105 Micro Businesses, 113,720 Small Businesses and 3052 Medium Enterprises, while in 2018 the number of MSMEs increased by 19% to 961,232, which consisted of 707,081 Micro Businesses, 114,656 Small Businesses, and 3,185 Small Businesses, while in 2018 the number of MSMEs increased by 19% to 961,232, which consisted of 707,081 Micro Businesses, 114,656 Small Businesses, and 3,185 Medium Enterprises . (Source: BPS of Makassar city).

By looking at these developments this phenomenon proves that the growth of the food sector, especially culinary in South Sulawesi has increased despite having many obstacles and problems. The advantages of SMEs survive for various reasons. First, MSEs generally produce consumer goods and services that are close to the needs of the community. Second, SMEs do not rely on imported raw materials and rather

utilize local resources both in terms of human resources, capital, raw materials, and equipment. Third, SME businesses generally use relatively low capital. With these advantages, SMEs do not feel the effects of the global crisis which is usually characterized by a deep decline in the rupiah exchange rate. Other empirical studies also explain that a business conducted based on cultural values will be able to achieve superior performance (Iannaccone 1998, Naughton and Cornwall 2010).

According (Hafsah, 2004) in general, SMEs are underdeveloped because they are faced with several obstacles, namely (1) internal factors (lack of capital, in general, small and medium enterprises are individual businesses that rely on the source of capital from the owner and the low quality of human resources in terms of education, knowledge, and skills that affect business management as well as weak business networks and market penetration capabilities, and (2) external factors (business climate that is not conducive, limited business facilities and infrastructure, nature, products with short life opportunities, and ability access a low market). Zimmerer & Scarborough (2008) states that this is also due to the inability of SMEs to adapt and be responsive to the business environment they face because of their lack of internal capabilities.

The weak performance of SMEs is allegedly due to the low organizational cultural values found in SMEs and the weak entrepreneurship ability of business owners that can lead to better performance. As stated (Molenaar, Brown, Caile, & Smith, 2002) said that one of the characteristics of culture is to have a strong influence on individuals and performance. (Heskett & Kotter, 1992) said that culture is a full force, influencing the individual and its performance even to the work environment, thus it can be said that organizational culture is the soul of the organization and the soul of the members of the organization (Dyer, Kilmann, Saxton, & Serpa, 1987). This illustrates the need for understanding an organizational culture by internal parties to create motivation, improve employee performance (Ghani, 2006.) This explanation confirms that culture has an impact on improving work performance.

Some researchers argue that the individual's decision to become an entrepreneur is driven by cultural factors (Downing, 2005) (Jones & Craven, 2001). Thus, culture can show two perspectives from entrepreneurship, as explained (Miller & Toulouse, 2008); (Covin & Slevin, 1991), with a behavioral approach, as well as a process approach (Lumpkin & Dess, 1996). A Literature study explains that the success of a business is highly dependent on the company's ability to determine its strategic position so that it will affect the achievement of superior performance (Thompson, 1999). Today a strong culture creates superior performance but Kotter and Heskett note the theory. Companies that have a strong culture, then managers tend to work passionately in the same direction and well-coordinated.

In addition to having a strong organizational culture, entrepreneurs who become leaders or managers also need to have an entrepreneurship orientation. Various theories and research in the field of entrepreneurship explain the importance of the role of entrepreneurship orientation and their impact on performance (Keh, Nguyen, & Ng, 2007), (Wiklund, 1999), (Li, Huang, & Tsai, 2009), (Wang, 2008), The results of the study show that entrepreneurship orientation can improve performance, while the concept of entrepreneurship has been applied at various levels, ranging from individuals, groups, organizations and nations or countries. Entrepreneurship is often applied to individuals because it is often associated with the introduction of revolutionary products or services (Groves, 2008) Some theories consider it to be applied primarily to the small business domain because the majority of small businesses are considered responsible for economic growth and job creation. As said by (Lumpkin and Dess, 1996) in Groves (2012), the results of entrepreneurship orientation at the individual and organizational levels such as sales, market share, stakeholder satisfaction, and organizational commitment are the results of entrepreneurship actions taken from the entrepreneurship process. The research findings show that a person's entrepreneurship ability influences performance and organizational performance. Several empirical studies define entrepreneurship orientation by using innovative, proactive, risk-taking and aggressiveness indicators. Meanwhile, (Lumpkin & Dess, 1996) emphasize the best entrepreneurship orientation, characterized by five dimensions which can vary independently and may not be of equal value in the performance matrix or at different stages of development. The five dimensions are autonomy, innovation, proactiveness, risk-taking, and aggressiveness. Where these dimensions will affect performance.

## **II. LITERATURE REVIEW**

### ***Organizational Culture***

(Hofstede, 2011) defines culture as a collective programming of the mind that distinguishes members of a group or category of people, from others. Hodgetts and Luthan (1994) revealed that culture is a knowledge in which people use their experiences to produce a self attitude and social behavior. This knowledge will form values, create attitudes, and influence community behavior as members of a particular community or family that cannot be avoided. Organizational culture is one type of intangible assets that can improve organizational performance (Chow, Haddad, & Wu, 2003, Emawan, 2004, Eoh, 2001). When members of an organization understand the values of the organization, they will make these values an organizational personality, and those values and beliefs will be translated into daily behavior at work, to realize good performance.

Organizational Culture is a human collective behavior that is part of an organization and the meaning of their actions. Culture includes organizational values, norms, working language, systems, symbols, beliefs, and habits. Organizational culture influences the way people and groups interact with each other, with clients, and with stakeholders. Ravasi and Schultz (2006) describe organizational culture as a guide for interpretation and action in an organization by defining appropriate behaviors, adapted to each situation. At the same time, even though the company may have a "unique culture of its own", within a larger organization, there is a diverse and sometimes conflicting culture due to the different characteristics of the management team. Organizational culture may also have negative aspects and positive aspects.

Various definitions of organizational culture have been conveyed in the context of anthropology, organizational psychology, and management theory. (Deal, T. E., & Kennedy, 1982) describe organizational culture as the dominant value held by organizations; (Heskett & Kotter, 1992) suggest that organizational culture is a pattern of behavior or style that encourages new members to follow it and suggests the importance of organizational culture for organizational members because it involves symbols, rituals, myths, stories and legends about the interpretation of events, ideas, and experiences that are influenced and formed by groups of people where they interact with each other.

Organizational culture is the norm of behavior and values that are understood and accepted by all members of the organization and used as a basis for the rules of behavior in the organization. The measurement of organizational culture in this study was adopted from Denison (1990) consisting of 4 (three) indicators, namely employee empowerment, team orientation, values and vision

### ***Entrepreneurship Orientation***

Entrepreneurship has a positive connotation with modern management concepts. Most people think that entrepreneurship is identical to what is owned and done by entrepreneurs or entrepreneurs. The word "entrepreneurship" has been defined in various ways and there is no agreement on the definition of entrepreneurship (Alvarez & Busenitz, 2007). Although difficult and complicated in defining it, Baron and Shane (2008) have suggested that entrepreneurship is "a business that seeks to understand opportunities how to create something new and inventions or that have been created by certain people who then use various ways to exploit or develop their products, so as to produce various effects ". Kuriloff, et al., (1993) states that the characteristics of an entrepreneurship in the form of entrepreneurship values and behaviors that include commitment, risk, ability to see opportunities, level of objectivity in seeing things, provide feedback on every problem that arises in the business, have high optimism in every effort to achieve goals and see factors of production, especially money is not the final goal. For a true entrepreneur at a certain moment, the values and behavior are far more valuable than others. This is based on the idea that a true entrepreneur in deciding every business policy always takes into account the impact that must be borne, especially the impact in the long term.

According to (Covin & Slevin, 1991), entrepreneurship orientation is shown by the extent to which top managers tend to take risks related to business (risk dimensions), support change and innovation to gain a competitive advantage for their companies (innovation dimensions), and compete competitively. aggressive with other companies (proactive dimension). Furthermore (Covin & Slevin, 1991) in (Kreiser, Marino, Dickson, & Weaver, 2010) revealed that entrepreneurship orientation (entrepreneurship orientation) is related to psychometric aspects as seen from its motivation, proactive nature and courage to take risks. From these three dimensions, one can see one's entrepreneurship orientation.

(Lumpkin & Dess, 1996) distinguish between entrepreneurship orientation with entrepreneurship. They say entrepreneurship orientation shows the entrepreneurship process and answers the question of how activities are carried out. Instead, the term entrepreneurship relates to the content of entrepreneurship decisions by asking what is done. Entrepreneurship Orientation has three main characteristics, namely: innovation, risk-taking, and proactivity (Covin & Slevin, 1989), (Miller & Friesen, 2008). According to (Covin & Slevin, 1989), Entrepreneurship Orientation is shown by the extent to which top managers tend to take risks related to business (risk dimensions), support change and innovation to gain a competitive advantage for their companies (innovation dimensions), and compete competitively. aggressive with other companies (proactive dimension). (Lumpkin & Dess, 1996) provides an understanding of entrepreneurship orientation refers to a corporate orientation strategy to obtain the style, practice, and method of decision making. Furthermore, the entrepreneurship orientation also reflects how a company operates compared to what was planned.

Entrepreneurship Orientation is the capability of SMEs that reflects the preferences of the owners/managers in making strategic decisions and business operations through proactive implementation, innovation, and risk-taking. Measurement of entrepreneurial orientation refers to research from Covin and Slevin (1991), Lumpkin and Dess (1996) measured by three indicators namely innovative, proactive and risk-taking.

**Hypothesis Development**

Based on the previous presentation, the authors develop several hypotheses in this study as follows:

H1: There is a positive and significant influence on organizations culture on entrepreneurship orientation

H2: There is a positive and significant influence of organizational culture on business performance

H3: There is a positive and significant effect on entrepreneurship orientation on business performance

**III. RESEARCH METHODS**

The research method used in this research is a descriptive quantitative method that uses primary data sourced from culinary business owners. The population of this research is 162. Culinary SMEs are data collection techniques using purposive accidental sampling by visiting SMEs or the owner-manager as the intended sample using the following criteria:

1. Sales volume  $\leq$  Rp. 500,000,000 / year,
2. The number of workers between 5 to 99
3. Has been operating for at least 3 years

The data collection method uses a questionnaire, which is designed in the form of a closed questionnaire. The closed questionnaire was used to measure respondents' perceptions of organizational culture, entrepreneurship orientation, and business performance. Also in this study supplemented with interviews, used to explore information not covered in the questionnaire where respondents were asked to provide an explanation of the choice of answers from the selected statement. The method used is the ordinal scale measured by the Likert scale. The range of scales used starts from value 1 for strongly disagree responses to value 5 for strongly agreed responses. Value 1 indicates "strongly disagree", value 2 indicates "disagree", value 3 indicates "neutral", value 4 indicates "agree" and value 5 indicates "strongly agree. The data analysis method used in this research is descriptive analysis and inferential statistics, namely Structural Equation Modeling (SEM) using AMOS (Analysis of Moment Structural) software version 23.

**IV. RESULT AND DISCUSSION**

Based on the results of data analysis using structural equation modeling equation analysis techniques, the results are as follows:

**Tabel 1. Goodness Of Fit dan Cut-Off Value-Full Model**

<i>Goodness of Fit Indices</i>	<i>Cut-off Value</i>	<b>Model Evaluation Results</b>	<b>Description</b>
<b>X<sup>2</sup> Chi Square</b>	(0,05: 46 = 62,829)	51,400	<b>Good</b>
<b>Probabilitas</b>	$\geq 0,05$	0,271	<b>Good</b>
<b>CMIN/DF</b>	$\leq 2,00$	1,117	<b>Good</b>
<b>RMSEA</b>	$\leq 0,08$	0,27	<b>Good</b>
<b>GFI</b>	$\geq 0,90$	0,953	<b>Good</b>
<b>AGFI</b>	$\geq 0,90$	0,920	<b>Good</b>
<b>TLI</b>	$\geq 0,95$	0,991	<b>Good</b>
<b>CFI</b>	$\geq 0,95$	<b>0,994</b>	<b>Good</b>

**Source: Data processed, 2019**

From the results of the evaluation of the proposed model, the evaluation of the model to the construct as a whole turns out that from various criteria there are no critical violations, so that the success of the model can be further tested. From table 1 above shows, the results have met the Fit criteria so that the AMOS model can already be used.

Furthermore, hypothesis testing is used to test several research hypotheses as previously formulated. Hypothesis testing is based on processing research data using SEM-AMOS analysis tools, by analyzing regression values as shown in the previous table. Hypothesis testing is done by analyzing the value of CR and P-value on the results by Regressionion Weights Full Model data, compared with the required statistical limits, the value must be greater than 2.00 for the CR value and below 0.05 for the p-value. If these requirements, the research hypothesis will be discussed in stages in accordance with the hypothesis proposed in this study. The following table 2 explains the estimation of regression weights parameters which are the results of primary data processing.

**Tabel 2. Estimasi Parameter Regression Weights**

			Estimate	S.E.	C.R.	P
<b>Entrepreneurship_Orientation</b>	<---	Organizations_Culture	,560	,121	4,632	***
<b>Business_Performance</b>	<---	Organizations_Culture	,431	,155	2,788	,005
<b>Business_Performance</b>	<---	Entrepreneurship_Orientation	,329	,122	2,705	,007

Source: Data processed, 2019

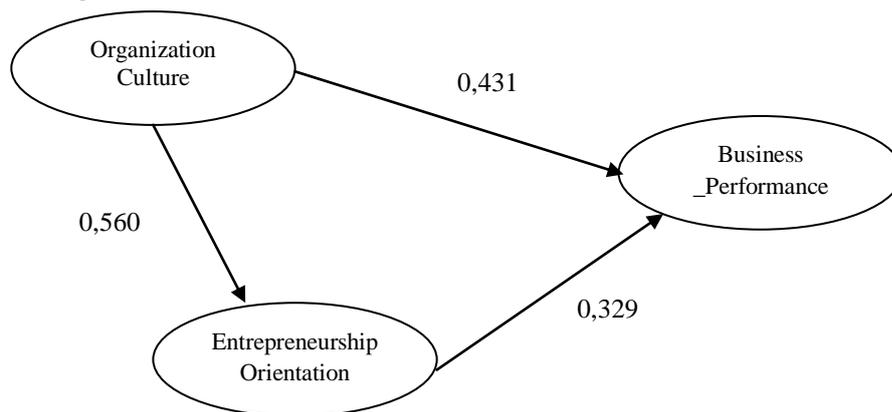
Hypothesis 1: Organizational culture has a significant positive and significant effect on entrepreneurial orientation. From table 2 it is revealed that the significance is shown by the CR of 4,632 greater than 2.00 with a p-value of 0,000 which means <0.05. Thus H1 in this study can be accepted. The meaning can be explained that the better the culture of the organization carried out by culinary SMEs in Makassar, the better entrepreneurial orientation. A finding that is certainly very meaningful for management, especially in the context of building an entrepreneurial orientation.

Hypothesis 2: Organizational culture has a positive and significant effect on business performance. The better implementation of organizational culture is carried out, the better the business performance is indicated by a CR of 2,788 greater than 2.00 with a p-value of 0.005 which means <0.05. Thus H2 in this study can be accepted.

Hypothesis 3: Entrepreneurial orientation has a significant effect on business performance. From table 2 it can be seen that the effect of entrepreneurial orientation with business performance is shown by CR of 2,705 that meets the requirements of > 2.00 and p-value of 0.007 that meets the requirements of <0.05. Thus H3 in this study can be accepted.

A complete model that can explain the causal relationship between variables is presented as follows:

**Figure 1: Test Results of Causal Relations between Variables**



**The Effect of Organizational Culture on Entrepreneurial Orientation**

Based on the results of the hypothesis testing analysis shows that the influence of organizational culture on entrepreneurial orientation has a positive and significant effect. The results of this study are in line with previous research concepts that are used as a basis for formulating an entrepreneurial orientation that organizational culture is often associated with organizational success. In their study, (Baker & Sinkula, 2009) view that entrepreneurial orientation is a cultural concept in which a company establishes customer satisfaction, needs, and desires as a corporate organizing principle. The intended organizational culture is how a habit is embedded in the members of the organization so that it can understand and implement the concept of entrepreneurial orientation and treat it is a culture.

**The Effect of Organizational Culture on Business Performance**

Based on the results of the hypothesis testing analysis shows that the influence of organizational culture on business performance has a positive and significant effect. This is in line with the research of (Aluko, 2006), “The Impact of Culture on Organizational Performance in Selected Textile Firms in Nigeria”. The results showed that there was a significant positive relationship between organizational culture and organizational performance.

**The Effect of Entrepreneurship Orientation on Business Performance**

This finding is also in line with the results of (Lee & Lim, 2009) which concluded that the concepts of

entrepreneurship really needs to be developed and implemented in small companies taking into account the personal attributes of the owner which include autonomy, attitude towards risk, innovative and courage to compete in a competitive manner. Aggressively has a positive impact on the performance of the companies it manages

## V. CONCLUSION

Based on the results of research and discussion of problems and testing hypotheses and their relevance to the objectives of this study, it can be concluded that organizational culture has a positive and significant effect on entrepreneurial orientation. This means that the strengthening of organizational culture can improve the performance of SME manager/owner, therefore the organizational culture values include (employee empowerment, team orientation, values, and vision) need to be maintained by SMEs so that later the cultural values of this organization can be more embedded in each employee so that they are able to work better. This is in line with research by Rashid et al. (2003) that strong organizational culture will offer superior performance. The entrepreneurial orientation is proven to be able to improve business performance both directly and as a mediation between organizational culture variables. That is, an entrepreneurial orientation which is reflected by a proactive attitude, innovation, and courage to take risks is proven to strengthen the influence of organizational culture in improving business performance.

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