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Impact of Entrepreneurial Orientation, Job Satisfaction and Organizational Learning on Organizational Performance in MSME Rico Tempe Chips in Ngawi

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Abstract

Purpose: Organizational performance is a systematic tool for assessing the success of a business, and the success of a business is directly proportional to the performance of employees within its organizational system. Factors that are thought to directly influence organizational performance within a organizational are entrepreneurial orientation, job satisfaction, and organizational learning.
Methodology: In this study, the method used is a quantitative method using a questionnaire as a data collection method. The sampling technique used is purposive sampling. The analysis used in this study is a descriptive multivariate regression analysis using the SPSS statistical application.
Results: The results of the study indicate that the variables of entrepreneurial orientation, job satisfaction, and organizational learning have a positive and significant effect on organizational performance, as evidenced by the significance coefficient of the three variables being below 0.05 and the T-test value for the three variables has more value than Ttabel (2.037).
Keywords : Entrepreneurial Orientation, Job Satisfaction, Organizational Learning, Organizational Performance

Introduction Section

Business activities have become a primary commodity and a source of livelihood, both in metropolitan areas and in rural areas. Efforts to develop business activities involve other people as additional resources in an organized manner. Employee involvement in the workplace can have a significant impact on the business. On the other hand, employee involvement can cause several concerning problems if not managed wisely within the company's activities (Cangara, 2024). ompanies must be disciplined in integrating all elements that are needed and provide opportunities for achieving established goals (Wardani, 2024).

Organizational performance is a systematic measure for assessing the success of a business. The success of a business is directly proportional to the performance of employees within its organizational system. Maximum employee performance can be built with the awareness of each organizational leader regarding providing support in the work carried out. These communication skills can encourage employee work motivation, as well as improve their performance (Fahraini & Syarif, 2022). The success of an organization's performance is impacted by the organization's orientation and established goals.

Entrepreneurial orientation is a crucial construct in management and entrepreneurship research. Interest in entrepreneurial orientation continues to grow, with a rapidly expanding research agenda across diverse contexts and with diverse implications (Clark et al., 2024). Within the theme of 'performance,' the concepts of entrepreneurial and strategic orientation are closely linked to performance, resembling the key connection explored in selected studies. On the other hand, indirect government policies are more effective and sustainable for opportunity driven MSMEs. These policies create a conducive business environment for growth-oriented MSMEs to perform more efficiently and effectively by optimizing their entrepreneurial behavior (Prasannath et al., 2024). Entrepreneurial orientation is one of several factors considered to impact organizational performance, with others including organizational learning as the foundation for organizational implementation and job satisfaction as a benchmark for employee performance within the organization.

Job satisfaction can be defined as a positive feeling about one's job resulting from an individual's perception and evaluation of their work. Its level is closely related to employee motivation and productivity (Ibrahim & Hussein, 2024). Monitoring job satisfaction is crucial for the sustainable growth of education systems worldwide. Job satisfaction levels Employees can be a benchmark for the success or failure of an organization, as they have a significant impact on employee performance, which ultimately affects the quality of service provided by the organization (Sengar & Pandey, 2024).

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Therefore, successful institutions prioritize achieving job satisfaction among their workforce, as this fosters a sense of belonging and loyalty, leading to the fulfillment of organizational performance.

Organizational learning is the ability of an organization to create, acquire, and transfer knowledge, as well as to change desired behaviors so that they consistently reflect new knowledge and insights. Organizational learning has a positive and significant impact on organizational performance, and organizational innovation has a negative and significant impact on organizational performance (Utomo, 2024).

Based on the description, the researcher found a forum for further research on the grouping of the main research theme areas around employee engagement which has several categories, especially in the turquoise sector regarding entrepreneurial orientation, job satisfaction and organizational learning. Therefore, on this occasion, the researcher wants to take the opportunity to research "The Impact of Job Satisfaction in Entrepreneurial Organizations on the Performance of Rico Tempe Chips MSMEs in Ngawi".

Type Of Research

This study employed a quantitative method, utilizing questionnaires for data collection. Quantitative research, characterized by its emphasis on numerical data, statistical analysis, and large sample sizes, is fundamental to disciplines such as psychology, economics, and public health. Its structured and objective nature allows researchers to measure connection, patterns, and trends within populations, offering valuable insigrevisihts that contribute to evidence-based decision-making (Dehalwar & Sharma, 2023). The research instrument focused on specific populations and samples, with the aim of testing predetermined hypotheses based on the statistical nature of the data, which were then processed using the SPSS statistical application to determine the significant impact between variables.

Research Objective

Based on the introduction above, the objective of this research are to analyze the impact of entrepreneurial orientation, job satisfaction and organizational learning on organizational performance.

Research Sample Design

The sampling technique used is purposive sampling This method uses criteria chosen by the researcher to select the sample. Sample selection criteria are divided into inclusion and exclusion criteria. Inclusion criteria are the sample criteria desired by the researcher based on the research objectives. Meanwhile, exclusion criteria are specific criteria that require potential respondents who meet the inclusion criteria to be removed from the research group (Florian, 2021). The inclusion criteria in this study include:

1. Active employees of Rico Tempe Chips MSME’s
2. Willing to fill out the questionnaire without any coercion

Primary data collected directly from the original source through interviews, surveys, or experiments is considered more accurate and relevant because it is directly related to the research context (Sulung & Muspawi, 2024).

Data Collective Method

As an important tool in quantitative research, questionnaires play a crucial role in efficiently collecting data from respondents. However, the effectiveness and accuracy of questionnaires in measuring research variables and providing relevant data are largely determined by careful planning before developing the questionnaire (Subasman & Aliyyah, 2024). The Likert scale has perhaps become the most popular attitude scale format for measuring public opinion on any issue. Rather than asking respondents simply whether they agree or disagree with an opinion statement, Likert scale items ask how strongly they agree or disagree with it, typically on a 5- or 7-point scale ranging from 5 or 7 (= strongly agree) to 1 (= strongly disagree), with 3 being a neutral feeling or category (Robinson, 2024).

Operational Definition Of Variables

A. Enterpreneural Orientation

According to Ramadanti et al., (2024) and Yi et al., (2021) entrepreneurial orientation is an attitude or value held by startup actors, which encourages them to be active, creative in creating new things, and willing to take risks. This study used five indicators from Permadi (2018) and Puspitaningtyas (2020) Product Develop, Adaptive, Problem Solving, Taking Risk, Taking Opportunities

B. Job Satisfaction

According Chit Wai et al., (2024); Paudel et al., (2024); Yi et al., (2021), job satisfaction is a positive feeling experienced by employees towards their work, arising from the evaluation of various aspects of their work environment. This study used five indicators from(Stanton et al., 2002) Responsibility, Level Of Satisfaction, Salary / Allowance, Promotion (*Employee Advocacy*), Working Relationship

C. Organizational Learning

According to Jiao & Bu(Jiao & Bu, 2024) organizational learning is an organization's ongoing process of creating, acquiring, transferring, and integrating knowledge for improvement and adaptation to environmental changes. Research by Setiaji (2020) and Widodo (2021) there are five indicators used to measure this variable Common Vision, Evaluation Of Cooperation, MSME's Excellence, Business Evaluation, Synergy

D. Organizational Performances

According to Khan & Muktar (2024) organizational performance is the level of effectiveness of an organization in achieving its stated goals, encompassing dimensions of efficiency, productivity, innovation, and service quality. In research Khumaidah (2018) five indicators were used to measure this variable Task Completion, Knowledge Of Task And Standart, Work Attitude, Technical Skill, Coordination

Data Analysis

A. Daily management Structure

The administrative activities of the Rico Tempe Chips UMKM are managed entirely by the owner, while the production activities of Rico Tempe Chips are supervised by the person in charge of each division. The divisions in the Rico Tempe Chips UMKM include:

a. Soybean Boiling Division : 3 Crew
b. Tempe's Manufacturing Division : 3 Crew
c. Cutting Division : 4 Crew
d. Frying Division : 12 Crew
e. Packaging Division : 7 Crew
f. Distribution Division : 3 Crew

B. Validity Test

Tabel 2. 1 Validity Test

Question Number	Corrected Item-Total Correlation	R Tabel	Significance (2-tailed)
X1.1	0,744	0,349	0,000
X1.2	0,873		0,000
X1.3	0,739		0,000
X1.4	0,864		0,000
X1.5	0,732		0,000
X2.1	0,795		0,000
X2.2	0,851		0,000
X2.3	0,813		0,000
X2.4	0,858		0,000
X2.5	0,858		0,000
X3.1	0,758		0,000
X3.2	0,785		0,000
X3.3	0,739		0,000
X3.4	0,847		0,000
X3.5	0,795		0,000
Y1	0,826		0,000
Y2	0,772		0,000
Y3	0,764		0,000
Y4	0,751		0,000
Y5	0,830		0,000

Based on the results of Table 2.1 for all the questions, the value has rcount> rtable (0.349) and the significance value (2-tailed).

C. Reliability Test

Tabel 2. 2 Reliability Test

Total Question	R tabel	Cronbach's Alpha
20	0,60	0,970

Based on the results of Table 2.2 for all questions in the questionnaire the value is 0.970 > 0.60. So the question construct in the questionnaire is declared reliable.

D. Normality Test

Tabel 2. 3 Normality Test

One-Sample Kolmogorov-Smirnov Test

		Enterpreneural Orientation	Job Satisfaction	Organitational Learning	Organizational Performance
N		32	32	32	32
Normal Parameters[a,b]	Mean	19.03	19.28	19.03	21.06
	Std. Deviation	2.571	2.399	2.403	1.831
Most Extreme Differences	Absolute	.103	.110	.135	.143
	Positive	.103	.109	.135	.117
	Negative	-.089	-.110	-.125	-.143
Test Statistic		.103	.110	.135	.143
Asymp. Sig. (2-tailed)		.200[c,d]	.200[c,d]	.147[c]	.096[c]

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Based on table 2.3, the value obtained is Asymp. Sig (2-tailed) > from 0.05 then the data normally distributed.

E. Coefficient Of Determination Test

Tabel 2. 4 Coefficient Of Determination Test

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	1.000[a]	.999	.999	.556

a. Predictors: (Constant), Pembelajaran Organisasi, Kepuasan Kerja, Orientasi Kewirausahaan

Based on the results of table 4.5, the percentage of diversity of organizational performance variables (Y) that can be explained by the entrepreneurial orientation variables (X1), job satisfaction (X2) and organizational learning (X3) is 99.9%.

F. F Test (Stimulaneous)

Tabel 2. 5 F Test Stimulaneous

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13534.036	3	4511.345	14595.584	**.000[b]**
	Residual	8.964	29	.309		
	Total	13543.000	32			

a. Dependent Variable: Kinerja Organisasi

b. Predictors: (Constant), Pembelajaran Organisasi, Kepuasan Kerja, Orientasi Kewirausahaan

Based on the results of the analysis of table 2.8, the calculated f value (14595.584) > f table (2.901) and sig (0.000) < 0.05 were obtained, so it can be concluded that there is a positive and significant impact on variable X.1, X2, X3 simultaneously with Y.

G. Multiple Linear Regression Test and T-Test

Tabel 2. 6 Multiple Linear Regression Test and T-Test

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	Enterpreneurial orientation	.795	.256	.741	3.100	**.004**
	Job satisfaction	-.366	.174	-.337	-2.097	**.045**
	Organizational learning	.643	.218	.596	2.944	**.006**

a. Dependent Variable: Kinerja Organisasi

Based on the results of the analysis of table 2.9, the t value was obtainedcount(3.100) > ttable(2.037) and sig (0.004) > (0.05) then there is a significant impact for the entrepreneurial orientation variable (X1) on organizational performance.

Based on the results of the analysis of table 2.9, the t value was obtainedcount(2.097) > ttable(2.037) and sig (0.045) < (0.05) then there is a significant impact for the job satisfaction variable (X2) on organizational performance. A negative coefficient value indicates an inverse relationship between two variables. This means that when one variable increases, the

other tends to decrease, and vice versa, every 1 score increase at organizational performance will decrease 0,337 score at job satisfaction

Based on the results of the analysis of table 2.9, the t value was obtained count(2.944) > ttable(2.037) and sig (0.006) > (0.05) then there is a significant impact for the organizational learning variable (X3) on organizational performance

Discussion

Impact of Enterpreneurial Orientation on Organizational Performance

The results of this study indicate that entrepreneurial orientation has an impact on employee performance, this can be seen through the t-statistic value obtained of 3,100 and the p-value obtained of 0,000, so it can be interpreted that the relationship between variables can have a significant impact, so with the results of the analysis it can be stated that the first hypothesis is accepted (H1 is accepted). The results of this study strengthen the research conducted by Feriyansyah & Febriansyah (2023), which found that research on entrepreneurial orientation variables has a significant effect on employee performance. Entrepreneurial Orientation or entrepreneurship orientationis an established concept in science Management. Proactiveness is clearly a must for any business person. However, for social entrepreneurs, this trait needs to be further translated into proactiveness in solving specific economic, social, or environmental problems faced by community groups. Entrepreneurial orientation is a crucial construct in the fields of management and entrepreneurship research. Interest in entrepreneurial orientation continues to grow, with research agendas expanding rapidly in various contexts and with diverse implications (Clark et al., 2024). Improved organizational performance with an entrepreneurial orientation can be said to be even higher and more sustainable or long-term. In this regard, entrepreneurial orientation plays a crucial role in companies achieving good performance. Previous research findings indicate a significant impact between entrepreneurial orientation and organizational performance (E. McGee & Peterson, 2019; Elidjen et al., 2022; Kurnia Fitriati et al., 2020).

By outlining all the criteria and indicators that can be utilized, social entrepreneurial orientation can be easily measured. All that is needed is to create a normative scale that best suits each context in which the organizational being measured operates. This will then enable maximum performance. Entrepreneurial orientation plays a crucial role in improving business performance.

Because it develops competitive advantages through creativity, initiative, and the guts to take chances, methods to enhance entrepreneurial orientation toward employee performance may entail activities like raising profitability and business sustainability.

Impact of Job Satisfaction on Organizational Performance

The results of this study indicate that job satisfaction has an impact on employee performance, this can be seen through the t-statistic value obtained of 2.097 and the p-value obtained of 0.000, so it can be interpreted that the relationship between variables can provide a significant and positive impact, so with the results of the analysis it can be stated that the second hypothesis is accepted (H2 is accepted). The results of this study strengthen the research 11 conducted by Augustine et al (2022)., found that research on job satisfaction variables had a significant and positive impact on employee performance.

Job dissatisfaction negatively impacts people's performance and hinders their personal lives. Some people experience significant problems with their work and household duties, leading to dissatisfaction with their workplace and work environment, and increased physical and mental stress due to workload (Cardon & Arwine, 2024). Monitoring job satisfaction is crucial for the continued growth of education systems worldwide. Employee job satisfaction can be a benchmark for an organization's success or failure, as it significantly impacts employee performance (Sengar & Pandey, 2024). To conduct research on improving employee performance, including work quality and productivity, MSMEs must consider job satisfaction factors.

As a result, the company can take steps to improve job satisfaction in relation to employee performance, such as making sure that employees are happy with their jobs, paying them well, offering them bonuses and opportunities for advancement, and allowing their coworkers to have an impact on their performance.

Impact of Organizational Learning on Organizational Performance

The results of this study indicate that organizational learning has an impact on employee performance, this can be seen through the t-statistic value obtained of 2.944 and the p-value obtained of 0.000, so it can be interpreted that the relationship between variables can have a significant impact, then with the results of the analysis it can be stated that the third hypothesis is accepted (H3 is accepted). The results of this study strengthen the research conducted by Daneswara, (2023) found that research on organizational learning variables has a positive and significant impact on employee

performance. Organizational learning has a positive and significant impact on organizational performance and organizational innovation has a negative and significant impact on organizational performance (Utomo, 2024).

Organizational learning plays a role in knowledge management, adaptability, employee engagement and retention, and innovation (Domínguez-Escrig & Mallén-Broch, 2023). However, organizational learning is a continuous process, requiring commitment to continuous improvement to adapt to unexpected changes and fluctuations (Schechter et al., 2022).

This means that the company can take steps to improve organizational learning on employee performance, such as increasing the organization's competitive advantage, adaptability, and innovation through ongoing knowledge acquisition, interpretation, and application. These actions will have an effect on the organization's performance.

Conclusion

Research Conclusion

A. The impact of entrepreneurial orientation on organizational performance can provide significant and positive results.
B. The impact of job satisfaction on organizational performance can provide significant and positive results.
C. The impact of organizational learning on organizational performance can provide significant and positive results.

Weakness and Advice

There were several shortcomings found when conducting this research, which the researcher outlined as follows:

A. The questionnaire distribution process was carried out in the midst of the busy schedule of the Rico Tempe Chips UMKM employees, as well as the difficult and time-consuming licensing process.
B. Distribution of research is limited to employees, the sample obtained is 32 respondents who come from the number of human resources or employees.
C. Researchers only took several variables such as entrepreneurial orientation, job satisfaction and organizational learning, while there are other possible variables that can be tested to determine the factors that impact employee performance.

In the shortcoming advantages and disadvantages, the following are suggestions that researchers hope can be implemented in future research objects:

A. Obtaining more respondents with the specified characteristics so as to increase knowledge regarding the variables being tested.
B. Hoping that there will be new variables that can be used as consideration for further research, such as work discipline and perceptions of organizational support or other variables that can represent factors impacting employee performance.
C. As a company, it is hoped that it can improve the quality of social interactions that arise between employee relationships so that good two-way communication is established and can provide feedback on every activity carried out, or can provide more appreciation for the performance carried out by the employee.

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