

THE EFFECT OF ENTREPRENEURIAL ORIENTATION ON BUSINESS PERFORMANCE WITH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE

Muhamad Anto Mulyantoro¹⁾, Endang Silaningsih²⁾, Tini Kartini³⁾

^{1,2,3)}Economics and Business, University of Djuanda, Indonesia

¹⁾m.anto.mulya@gmail.com

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*Correspondence:

Name: Muhamad Anto Mulyantoro

E-mail: m.anto.mulya@gmail.com

Editorial Office

Ambon State Polytechnic

Centre for Research and

Community Service

Ir. M. Putuhena Street, Wailela-

Rumahtiga, Ambon

Maluku, Indonesia

Postal Code: 97234

ABSTRACT

Introduction: The purpose of this study is to ascertain how organizational commitment and entrepreneurial orientation directly and mediating affect the performance of snack food Micro, Small, and Medium-Sized Enterprises (MSMEs) in South Bogor District.

Methods: This study adopts a quantitative approach with a population consisting of all snack food MSME actors in the South Bogor area. The sample comprises 100 respondents, selected using a purposive sampling method within a non-probability sampling framework. Data were collected through questionnaires distributed directly to the respondents. The data analysis method used in this study combines descriptive and verification analysis, with path analysis employed to examine the relationships between the research variables.

Results: The results showed that entrepreneurial orientation (X) and organizational commitment (Z) had a positive and significant effect on business performance (Y). In addition, organizational commitment (Z) is proven to significantly mediate the effect of entrepreneurial orientation (X) on business performance (Y).

INTRODUCTION

A key industry that contributes to both regional revenue and the gross domestic product (GDP), tourism is an important part of the global economy (Hermawati, 2020). In addition, the tourism sector also generates foreign exchange and national revenue without causing environmental degradation (Bagus et al., 2018). Indonesia possesses great potential for tourism development due to its abundant natural, cultural, and historical resources. With proper management, tourism can be developed sustainably, while preserving cultural heritage and creating employment opportunities for local communities (Fitria et al., 2024).

Micro, Small, and Medium Enterprises (MSMEs) near tourist locations benefit from the expansion of the tourism industry (Dewi & Meitriana, 2024). The presence of tourism creates opportunities for MSMEs to promote local products, such as traditional snacks sold as souvenirs for tourists. This not only increases the income of

MSMEs but also stimulates local economic growth, generates new employment, and enhances the competitiveness of local products in both national and international markets. Therefore, tourism plays a vital role in fostering entrepreneurship and business development (Fitria et al., 2024).

The increase in tourist visits has a significant impact on MSMEs, particularly in the souvenir and gift sector, which often serves as a major attraction for tourists (Rosari, 2024). The high demand from tourists for local products presents valuable opportunities for MSMEs to expand their market reach and enhance their competitiveness. MSMEs that aim to improve their performance and product quality can seize this opportunity by taking calculated risks, acting proactively, and consistently engaging in innovation (Fiona et al., 2020). It is expected that MSMEs will not only be able to meet market demand but also introduce local specialties to a broader audience.

One of the regions with significant potential for tourism and MSME development is Bogor City, particularly South Bogor District. This area is known for several leading tourist destinations, including The Jungle Waterpark Bogor, Jbound Devoyage Bogor, and the Mulyaharja Organic Agro-tourism. These tourism attractions provide MSME actors with a wide range of commercial chances to promote their goods. Therefore, MSME company players must consistently enhance their business performance by bolstering organizational commitment and entrepreneurial orientation in order to stay competitive and expand (Mukson & Prabuwono, 2020).

MSMEs in South Bogor need to be able to effectively compete with other companies in order to take advantage of the opportunities provided by the tourism industry. MSMEs need to concentrate on improving their business performance if they want to thrive in the market. Business performance acts as a yardstick for how well a company accomplishes its set goals (Suindari & Juniarani, 2020). Entrepreneurial orientation is a major determinant of business performance. In order to motivate MSMEs to consistently innovate, take risks, and adjust to changing market conditions, entrepreneurial orientation is crucial (Daniella & Utama, 2023).

In addition to entrepreneurial orientation, organizational commitment also has an influence on business performance. Within the MSME sector, organizational commitment is crucial for enhancing the consistency and sustainability of business operations. Entrepreneurs with high organizational commitment tend to be more motivated in facing various business challenges (Sudarijati et al., 2025).

The performance of MSMEs in the snack food sector is significantly influenced by the ability to manage the business strategically and adaptively (Yuliana & Widowati, 2022). In response to rapid market changes and increasingly fierce competition, it is essential to possess a strong entrepreneurial orientation and high organizational commitment. Entrepreneurial orientation encourages continuous pursuit of new opportunities, innovation, and the willingness to take calculated risks to support business growth (Fahmi, 2020). Meanwhile, organizational commitment reflects loyalty and dedication to the business, contributing to operational stability and long-term sustainability (Ambarwati, 2021). The integration of these two factors is expected to enhance business performance and support competitiveness in both local and broader markets.

According to a preliminary study carried out in December 2024, snack food MSMEs in South Bogor have not implemented organizational commitment and entrepreneurial orientation to their full potential. The inability to accomplish corporate goals is a sign of this condition's detrimental impact on business performance. The researcher selected the topic "The Effect of Entrepreneurial Orientation on Business Performance with Organizational Commitment as an Intervening Variable" in order to address this issue.

LITERATURE REVIEW

Business performance, according to Darmanto et al., (2018), is a gauge of how well a company can accomplish its predetermined objectives. As a result, the degree to which these objectives are met can be used to evaluate the quality of corporate performance. Therefore, the quality of business performance can be assessed by the level of achievement of these goals. Good business performance is reflected in the ability of a business to realize its planned targets effectively and efficiently. The business performance indicators proposed by Darmanto et al., (2018) include sales growth, customer growth, target fulfillment, marketing reach, and profit growth.

Organizational commitment is defined as an individual's loyalty to an organization, demonstrated by their willingness to remain a part of the organization without any intention to leave, regardless of the circumstances (Yusuf & Syarif, 2017). In other words, organizational commitment reflects the extent to which an individual has an

emotional attachment, involvement, and sense of belonging to the organization with which they are affiliated. This type of commitment is crucial, as it can influence individual motivation, performance, and consistency in supporting the achievement of organizational goals. According to Yusuf & Syarif (2017), organizational commitment consists of three indicators: affective commitment, continuance commitment, and normative commitment.

Entrepreneurial orientation, as defined by Suryana (2017), is a field of study that examines the values, skills, and behaviors necessary to respond to life's challenges and to take advantage of existing opportunities, including the readiness to face potential risks. In essence, entrepreneurial orientation reflects the mindset and mental attitude of an individual or business actor in identifying opportunities, innovating, and taking risks to achieve business success. This orientation is a critical factor in promoting business growth and sustainability, particularly in dynamic and competitive environments. According to Suryana (2017), the indicators of entrepreneurial orientation include innovation, risk-taking, proactiveness, and competitive aggressiveness.

A review of previous studies reveals the presence of research gaps concerning the variables of entrepreneurial orientation, business performance, and organizational commitment. For example, a study by Silaningsih et al., (2024), demonstrated a positive relationship between entrepreneurial orientation and business performance. In contrast, findings from Vega-vázquez et al.,(2016), suggest that entrepreneurial orientation does not significantly influence business performance. Likewise, research on organizational commitment shows varied outcomes. While Gemina & Ginanjar (2019), concluded that organizational commitment has a favorable impact on business performance, Mukson et al., (2020), reported no conclusive evidence supporting such an effect. These divergent findings point to a research gap that warrants further examination, particularly within the context of Micro, Small, and Medium Enterprises (MSMEs). In light of this, the present study seeks to investigate and provide greater clarity on the interrelationships among entrepreneurial orientation, organizational commitment, and business performance.

RESEARCH METHODS

This research employs organizational commitment as a mediating variable to examine the influence of entrepreneurial orientation on business performance. Adopting a quantitative approach, the study applies a descriptive and verification research design, with path analysis used as the primary analytical technique. The investigation centers on three key variables: business performance (Y) as the endogenous variable, organizational commitment (Z) as the intervening variable, and entrepreneurial orientation (X) as the exogenous variable.

The unit of analysis represents the main subject under investigation. In this study, the unit of analysis is comprised of snack food Micro, Small, and Medium Enterprises (MSMEs) operating within South Bogor District. As defined by Sugiyono (2020), the population refers to the entire set of elements or individuals sharing common characteristics and serving as the focus of the research. The target population in this study includes snack food MSME actors in South Bogor District, totaling 1,280 business units registered with the Bogor City Office of Trade, Cooperatives, and Small and Medium Enterprises as of 2024.

This study employs a non-probability sampling technique, specifically utilizing purposive sampling as the selected method. According to (Sugiyono, 2020), purposive sampling involves selecting respondents based on specific criteria or considerations established prior to data collection. The criteria applied in this research are as follows: (1) MSMEs that have been operating for a minimum of one year; and (2) MSMEs that are officially registered with the Bogor City Office of Trade, Cooperatives, and Small and Medium Enterprises.

RESULT AND ANALYSIS

The profile of snack food MSME actors can be described through various demographic and business-related attributes, such as gender, age, marital status, educational background, length of business operation, asset ownership, monthly income, and number of employees. In this study, questionnaires were distributed to 100 snack food MSME actors in South Bogor District. The following section presents an overview of the respondents' characteristics involved in this research.

Table 1. Recapitulation of Respondent Characteristics

No	Characteristics	Business Actor Profile	Frequency	Percentage (%)
1	Gender	Male	82	82
2	Age	36-50 Years	33	33
3	Marital Status	Married	82	82
4	Level of Education	Senior High School (SMA)	46	46
5	Business Duration	2-5 Years	42	42
6	Asset Ownership	IDR 1-50 Million	91	91
7	Monthly Income	> IDR 10 Million	36	36
8	Number of Employees	<4 Persons	94	94

Source: Processed data, 2025

As shown in Table 1, the majority of snack food entrepreneurs in South Bogor District are male, aged between 36 and 50 years, married, and have completed senior high school (SMA) education. Most of these business actors have operated their enterprises for a period of 2 to 5 years, report monthly incomes exceeding IDR 10,000,000, own assets valued between IDR 1,000,000 to IDR 50,000,000, and manage a workforce of fewer than four employees.

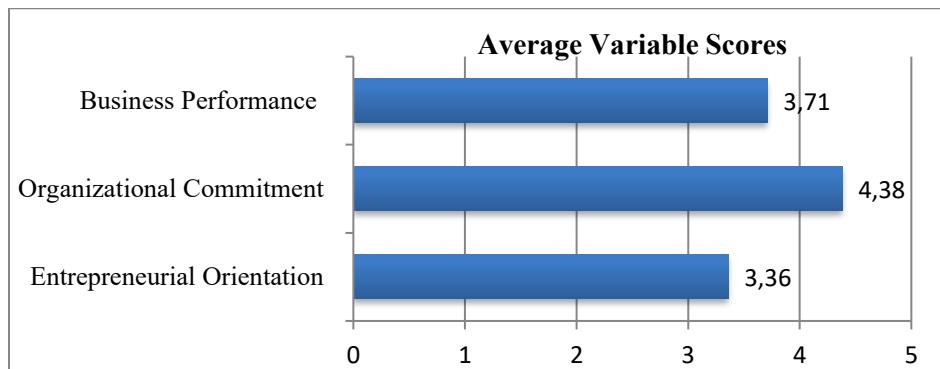


Figure 1. Business Actors' Responses to Research Variables

Source: Processed data, 2025

Based on Figure 1, the responses of business actors to the variables of business performance, organizational commitment, and entrepreneurial orientation are described as follows:

1. The average score for business actors' responses regarding the business performance variable is 3.71, which is categorized as good. The highest score appears in the target fulfillment indicator, reflecting that most business actors are able to meet the goals they have set. Conversely, the marketing reach indicator received the lowest score, implying that many business actors have not yet maximized the potential to broaden their market coverage.
2. The average score of business actors' responses to the organizational commitment variable is 4.38, which is classified as very high. The affective commitment indicator recorded the highest score, indicating a strong emotional connection between business actors and the enterprises they manage. In contrast, the continuance commitment indicator received the lowest score, suggesting that the level of dependence stemming from the awareness of potential risks or losses associated with leaving the business is relatively low.
3. The average response score for the entrepreneurial orientation variable is 3.36, placing it within the sufficient category. Among the indicators, innovation received the highest score, indicating that business actors frequently implement various innovative approaches in managing their enterprises. On the other hand, the proactiveness indicator recorded the lowest score, suggesting that participation in MSME-related initiatives such as bazaars, entrepreneurship training, and peer discussion forums remains relatively limited among business actors.

Path analysis is a type of regression analysis that incorporates intervening variables and is utilized to assess both direct and indirect effects of exogenous variables on mediating and endogenous variables. In this research, two structural equations are applied to represent the relationships among the variables: the first equation analyzes the influence of variable X on variable Z, while the second equation evaluates the combined effects of variables X and Z on variable Y.

1. $Z = \rho_{zx}X + \rho_{ze}$
 $Z = 0,285 + 0,919$
2. $Y = \rho_{yx}X + \rho_{yz}Z + \rho_{ye}$
 $Y = 0,421 + 0,504 + 0,669$

The total effect refers to the combined influence of both direct and mediating paths from an exogenous variable to an endogenous variable. Within the context of path analysis, this total influence captures the overall contribution of an independent variable, including the portion mediated through an intervening variable. Calculating the total effect enables researchers to comprehensively assess the degree to which an exogenous variable affects changes in the endogenous variable.

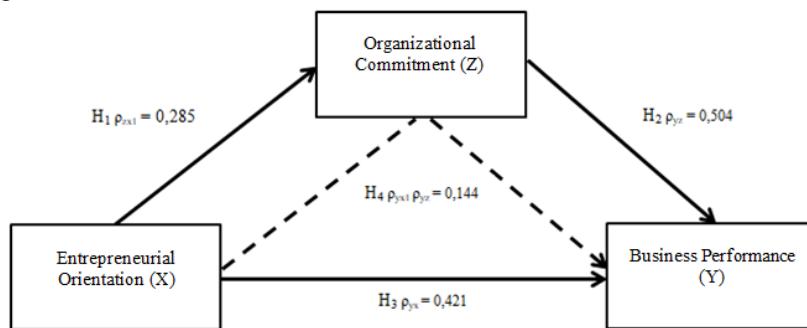


Figure 2. Path Analysis Results

Source: Processed data, 2025

The following is a recapitulation of the coefficient values that show the magnitude of the direct, mediation, and total influence between variables in this study:

Table 2. Coefficient Results Recapitulation

Variable		Path Coefficient		
Exogenous	Endogenous	Direct	Mediation	Total
Entrepreneurial Orientation (X)	Organizational Commitment (Z)	0,285		
Organizational Commitment (Z)	Business Performance (Y)	0,504		
Entrepreneurial Orientation (X)	Business Performance (Y)	0,421	0,144	0,565

Source: Processed data, 2024

The results of the path analysis reveal that organizational commitment mediates the influence of entrepreneurial orientation on business performance by 14.4%, with the total effect amounting to 56.6%. These findings highlight the importance of enhancing entrepreneurial orientation, particularly in areas related to business activity. This includes active involvement in events such as bazaars, establishing clear business targets, and continuously identifying and leveraging potential opportunities. Strengthening these dimensions can lead to increased organizational commitment, which subsequently contributes to the improvement of overall business performance.

The t-test is a statistical technique used to assess differences in mean values between two data groups or to evaluate the partial effect of an exogenous variable on an endogenous variable (Sugiyono, 2020). In this research, the t-test was applied to analyze the significance of the individual influence exerted by each independent variable on the dependent variable. The following presents the results of the partial (t-test) analysis conducted in this study:

Table 3. Partial Hypothesis Testing (t-test)

Hypothesis	Path Coefficient	t-count	t-table	Sig.	Decision	Conclusion
The effect of entrepreneurial orientation on organizational commitment	0,285	2,940	1,66055	0,004	H_{01} rejected H_{a1} accepted	Positive and significant
The effect of organizational commitment on business performance	0,504	7,105	1,66071	0,000	H_{02} rejected H_{a2} accepted	Positive and significant
The effect of entrepreneurial orientation on business performance	0,421	5,932	1,66071	0,000	H_{03} rejected H_{a3} accepted	Positive and significant

Source: Processed data, 2025

Entrepreneurial orientation demonstrates a positive and significant impact on organizational commitment. This suggests that as the level of entrepreneurial orientation among business actors increases, so does their commitment to the organization. Aspects such as rising sales, expanding customer base, successful target fulfillment, broader market reach, and improved profitability, indicative of a strong entrepreneurial orientation, can encourage business actors to develop a deeper sense of commitment to MSME. These findings align with prior research by Hamel & Wijaya (2020) and Farhan et al., (2022), which similarly concluded that entrepreneurial orientation exerts a positive and significant effect on organizational commitment.

Organizational commitment exerts a positive and significant influence on business performance. This finding implies that a higher level of organizational commitment can contribute meaningfully to the enhancement of business outcomes. Organizational commitment illustrates the degree to which business actors exhibit responsibility, loyalty, dedication, and a strong intention to maintain and develop their enterprises in a consistent and sustainable manner. These results are consistent with prior studies by Gemina & Ginanjar (2019) and Silaningsih et al., (2024), which also affirmed the positive and significant effect of organizational commitment on business performance.

Entrepreneurial orientation has a positive and significant impact on business performance. This result suggests that the stronger the entrepreneurial orientation of business actors, the more favorable the business performance outcomes achieved. Entrepreneurial orientation encompasses the mindset and behavior of entrepreneurs in addressing challenges, embracing calculated risks, and committing to continuous innovation and business growth. These findings are in line with the research conducted by Solano et al., (2018) and Ludiya & Kurniawan (2020), which likewise concluded that entrepreneurial orientation significantly and positively affects business performance.

The Sobel test is a statistical method used to evaluate whether the indirect effect of an independent variable (X) on a dependent variable (Y) through a mediating variable (Z) is statistically significant (Sugiyono, 2020). This test plays a crucial role in measuring both the strength and the significance of the mediation effect. The results of the Sobel test in this study are presented as follows:

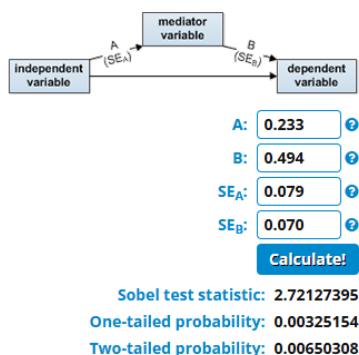


Figure 3. Sobel Test Calculation Result

Source: Output Sobel Test Calculator for the Significance of Mediation, 2025

Based on the Sobel test calculation, organizational commitment serves as a mediating variable in the relationship between entrepreneurial orientation and business performance, as indicated by a Z-value of 2.72. Since the Z-count (2.72) exceeds the Z-table value of 1.96, it can be concluded that organizational commitment significantly mediates the effect of entrepreneurial orientation on business performance.

The results of the Sobel test confirm that organizational commitment plays a significant mediating role in the relationship between entrepreneurial orientation and business performance. This implies that entrepreneurial orientation contributes to improved business performance not only through direct influence but also indirectly by fostering organizational commitment. In essence, business actors who exhibit a strong entrepreneurial orientation are more likely to cultivate a high level of commitment to their ventures, which subsequently enhances business outcomes. These findings are in line with studies conducted by Maulana (2022) and Silaningsih et al., (2024), which similarly concluded that organizational commitment significantly mediates the effect of entrepreneurial orientation on business performance.

CONCLUSION

Based on the findings of the study regarding the effect of entrepreneurial orientation on business performance with organizational commitment as an intervening variable among snack food MSMEs in South Bogor District, several conclusions can be drawn:

1. Responses of snack food entrepreneurs in South Bogor District regarding the variables of business performance, organizational commitment, and entrepreneurial orientation, it can be concluded that:
 - a. Business performance among snack food MSMEs in South Bogor District, based on the indicators of sales growth, customer growth, target achievement, marketing reach, and profit growth, is generally categorized as good. Among these indicators, the highest score is found in the customer growth indicator, indicating that MSMEs in South Bogor District are capable of effectively attracting and retaining customers.
 - b. The level of organizational commitment among snack food MSMEs in South Bogor District, assessed through the indicators of affective commitment, continuance commitment, and normative commitment, is generally classified as very high. Among these indicators, affective commitment obtained the highest score, indicating that business actors exhibit a strong emotional bond with their business activities and possess a high degree of intrinsic motivation to maintain and advance their enterprises.
 - c. Entrepreneurial orientation among snack food MSMEs in South Bogor District, as measured by the indicators of innovation, risk-taking, activeness, and competitive aggressiveness, is on average categorized as sufficient. Among the four indicators, innovation received the highest score. This indicates that business actors have a strong tendency to continuously innovate in developing their products.
2. Entrepreneurial orientation has a direct positive and significant effect on the organizational commitment of snack food UMKM in South Bogor District.
3. Organizational commitment has a direct, positive, and significant effect on the business performance of snack food MSMEs in South Bogor District.
4. Entrepreneurial orientation has a direct, positive, and significant influence on the business performance of snack food MSMEs in South Bogor District.
5. Organizational commitment significantly mediates the influence of entrepreneurial orientation on the business performance of snack food MSMEs in South Bogor District.
6. For subsequent research, it is advisable to increase the number of respondents and broaden the scope of the study beyond South Bogor District by including additional districts or regions. Expanding the sample size and diversity can improve the representativeness of the data and enhance the generalizability of the research outcomes. Moreover, future studies are encouraged to examine other potential factors influencing business performance, such as the work environment, employee motivation, individual skills and competencies, managerial support quality, forms of guidance and encouragement, peer collaboration, work

system efficiency, and available organizational facilities. Considering these variables may offer a more holistic insight into the key drivers of MSME business performance.

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