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**THE EFFECT OF ENTREPRENEURIAL ORIENTATION AND SELF-EFFICACY ON BUSINESS PERFORMANCE WITH BUSINESS MOTIVATION AS AN INTERVENING VARIABLE IN SNACK MSMEs IN CIAWI DISTRICT, BOGOR REGENCY**

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**Abstract**

This study aims to analyze the effect of entrepreneurial orientation and self-efficacy on business performance through business motivation as an intervening variable among snack food MSME actors in Ciawi District, Bogor Regency. The research method employed a quantitative approach using primary data collected through questionnaires with a Likert scale of 1–5. The population of this study consisted of snack food MSME actors in Ciawi District, Bogor Regency. The sample included 131 MSME actors aged at least 18 years who had been operating their businesses for more than one year. Data analysis was conducted using the Statistical Product and Service Solution (SPSS). The results indicate that entrepreneurial orientation and self-efficacy have a significant effect on business performance, both directly and indirectly through business motivation as an intervening variable.

**Keywords:** Entrepreneurial Orientation, Self-Efficacy, Business Motivation, Business Performance



## INTRODUCTION

Indonesia is one of the countries with a very large population, resulting in abundant human resources. Every individual requires employment to meet their basic living needs. However, current conditions indicate that the size of the labor force in Indonesia is not proportional to the availability of job opportunities, leading to an increase in unemployment. One of the efforts to address poverty and unemployment is through entrepreneurship or the establishment of new businesses.

Micro, Small, and Medium Enterprises (MSMEs) play a vital role in the Indonesian economy. According to data from the Ministry of Cooperatives and MSMEs, the number of MSMEs has reached 64.2 million, contributing more than 61.07% to the Gross Domestic Product (GDP), equivalent to IDR 8,573.89 trillion. The contribution of MSMEs to the Indonesian economy includes their ability to absorb approximately 117 million workers, or 97% of the total workforce, as well as to account for up to 60.4% of total investment (Source: Ministry of Finance of the Republic of Indonesia, 2022). These data demonstrate that MSMEs play a significant role in Indonesia's economic growth.

According to data from the Ministry of Cooperatives and MSMEs, the MSME sector is still faced with several constraints in operating its businesses. These include difficulties in obtaining raw materials (23.75%), limited market expansion (16.96%), production techniques (3.07%), competition with similar businesses (15.74%), and capital constraints (40.48%) (Source: Ministry of Cooperatives and Small and Medium Enterprises, 2023). Therefore, although MSMEs play an important role in Indonesia's economic development, they continue to face various challenges, particularly in terms of access to capital.

Centers of MSME growth in Indonesia are distributed across various provinces. West Java is one of the provinces where community economic development has grown alongside MSMEs. The growth of MSMEs in West Java Province increased by 7.40% in 2022 compared to the previous year. However, in 2023, MSME growth in West Java declined to 3.92% compared to the previous year. The data also show that Bogor Regency experienced consecutive declines from 2021 to 2023, with a decrease of 4.17% in 2022 and a further decline of 17.65% in 2023 (Source: Statistics Indonesia of West Java Province, 2025).

Ciawi District is one of the areas with a strategic position in Bogor Regency, as it serves as the main gateway to the Puncak tourism area and as a connecting route between Bogor, Sukabumi, and Cianjur. This geographical



location makes Ciawi a region with a high level of population mobility, driven by the activities of both local residents and tourists.

Tourist visitation data in Bogor Regency indicate that Ciawi District experienced a significant and consistent increase from 2022 to 2024, rising from 180,507 visits in 2022 to 457,319 visits in 2023, and reaching 517,282 visits in 2024. This growth in the number of tourists has had a positive impact on the sustainability of MSMEs, as the increasing tourist arrivals have encouraged higher demand for local products (Source: Department of Culture and Tourism of Bogor Regency). Therefore, it is important to assess the extent to which business actors are able to manage and develop their businesses optimally. This requires the measurement of business performance to provide an overview of strategic effectiveness, resource utilization, and competitiveness in the market.

The achievement of revenue targets among 30 snack food MSMEs throughout 2024 remains relatively low. On average, monthly target attainment reached only 56.43%, indicating that most MSMEs have not been able to meet their expected revenue levels. Of the total 30 MSMEs included as pre-survey respondents, only 4 MSMEs, or approximately 13.33%, consistently achieved their revenue targets.

On the other hand, previous studies have reported inconsistent findings regarding the effects of entrepreneurial orientation, self-efficacy, and business motivation on business performance, indicating the existence of a research gap that warrants further investigation. For instance, Putry et al (2020) found that self-efficacy has a positive effect on business motivation. Indah et al. (2023) reported that entrepreneurial orientation does not affect business performance, whereas Purwadi & Soelaiman (2023) demonstrated that entrepreneurial orientation has a positive effect on business performance. Furthermore, Ambarwati (2021) revealed that self-efficacy does not influence business performance, while Fransisca and Le (2024) found a positive effect of self-efficacy on business performance. Similarly, Trihudiyatmanto & Purwanto (2018) indicated that business motivation does not affect business performance, whereas Gemina & Ginanjar (2019) showed that business motivation has a positive effect on business performance.

Based on the research gap described above, this study is important to examine the extent to which entrepreneurial orientation, self-efficacy, and business motivation influence the business performance of snack food MSMEs.



## LITERATURE REVIEW

### **Business Performance**

Optimal business performance reflects the effectiveness of resource management and the strategies implemented by management in responding to market changes and consumer needs. According to Darmanto (2018), business performance is the level of goal achievement based on predetermined objectives. Hisrich et al. (2019) define business performance as measurable outcomes of entrepreneurial activities that reflect the effectiveness of resource utilization in achieving financial and strategic goals. Meanwhile, Asmawiyah (2021) states that business performance refers to the level of achievement or accomplishment of a business within a specific period, representing outcomes derived from strong business performance or effective entrepreneurial management.

Based on the indicators proposed by the experts above, this study uses four indicators of business performance, namely sales growth, customer growth, target achievement, and market reach (Darmanto, 2018).

### **Business Motivation**

Business motivation refers to the internal drive that influences individuals to initiate and operate a business with enthusiasm, creativity, and a willingness to take risks in order to achieve specific goals, both financial and non-financial. According to Kuratko (2023), business motivation is defined as psychological and external drivers that encourage individuals to start, manage, and develop a business with the aim of achieving financial success, autonomy, or self-actualization. Meanwhile, Mangkunegara (2022) states that work motivation is a condition that influences, stimulates, directs, and sustains behavior related to the work environment. Furthermore, Siagan (2020) defines business motivation as a driving force that leads individuals to be willing to exert their business capabilities in the form of skills, effort, time, and energy to carry out various activities that are their responsibilities and to fulfill their obligations in order to achieve organizational goals and predetermined objectives.

Based on the experts' opinions above, this study uses four indicators of business motivation, namely the willingness to start a business, perseverance, creativity, growth orientation, and financial independence (Kuratko 2023).

### **Entrepreneurial Orientation**

Entrepreneurial orientation is one of the important factors in driving business success, particularly in an increasingly competitive business environment. According to Suryana (2020), entrepreneurial orientation is a mental attitude that encourages business actors to continuously seek



opportunities in innovative ways, to take risks, and to act proactively in responding to market dynamics. Syarief (2020) defines entrepreneurial orientation as a business characteristic that reflects a firm's ability to compete, adapt, and perform effectively in a competitive environment. Meanwhile, Murtianingsi (2023) describes entrepreneurial orientation as a strategic characteristic that reflects the attitudes and behaviors of an organization in responding to business opportunities and challenges. This orientation includes the organization's ability to innovate, take risks, and act proactively in dealing with market dynamics in order to create competitive advantage and enhance business performance.

Based on various expert opinions, the researcher concludes that the indicators used to measure entrepreneurial orientation in this study are those proposed by Suryana (2020), which consist of product/service innovation, proactiveness, risk-taking, technology adaptation, and collaboration.

### **Self-Efficacy**

Self-efficacy refers to an individual's belief in their ability to accomplish tasks. According to Bandura (2017), self-efficacy is an individual's belief or confidence in their capability to organize and execute actions required to perform tasks, achieve goals, produce outcomes, and implement behaviors necessary to attain specific levels of performance. It reflects individuals' judgments of their ability to regulate and carry out the courses of action needed to achieve designated types of performance. According to Alwisol, (2014), self-efficacy is an individual's self-evaluation regarding how well or poorly actions have been performed and whether a person is capable of carrying out tasks in accordance with established standards. Meanwhile, Lunenburg (2011) defines self-efficacy as an individual's belief in their ability to perform specific activities based on their competencies.

Based on the indicators proposed by the experts above, this study uses three self-efficacy indicators, namely self-confidence, self-competence, and self-assessment (Bandura, 2017).

### **Hypothesis Development**

According to Suryana (2020), entrepreneurial orientation is a mental attitude that encourages business actors to continuously seek opportunities through innovative approaches, take risks, and act proactively in responding to market dynamics. Kuratko (2023) defines business motivation as psychological and external drivers that encourage individuals to initiate, manage, and develop businesses with the aim of achieving financial success, autonomy, or self-



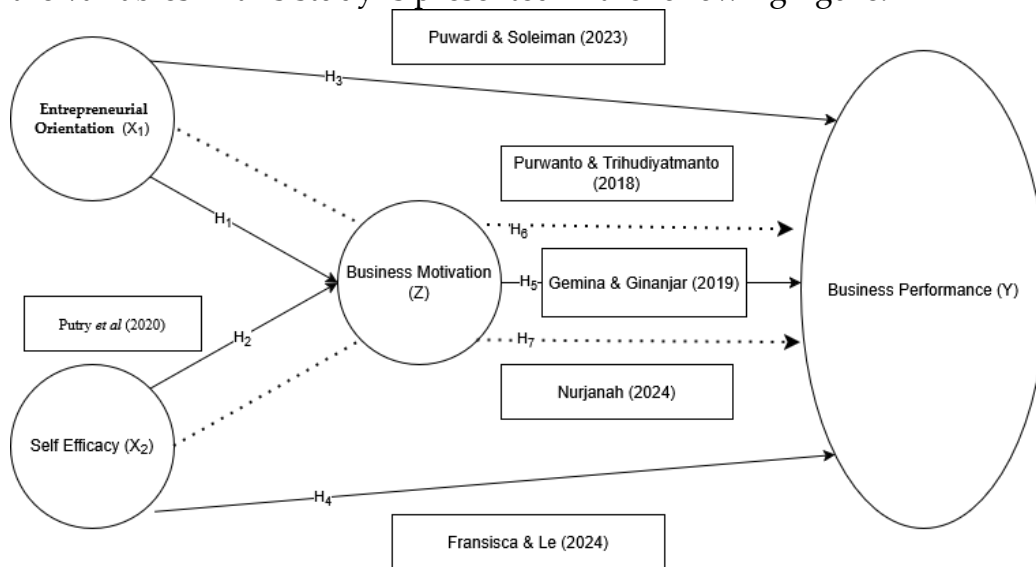
actualization. According to Hisrich et al. (2019), business performance refers to measurable outcomes of entrepreneurial activities that reflect the effectiveness of resource utilization in achieving financial and strategic objectives. Entrepreneurial orientation indirectly influences business performance through business motivation. Business actors with a high level of entrepreneurial orientation tend to be more psychologically driven to take initiative, work diligently, and persist in managing their businesses. This motivation encourages them to achieve optimal results in their business performance. Therefore, business motivation acts as an intervening variable that mediates the relationship between entrepreneurial orientation and business performance. The higher an individual's entrepreneurial orientation, the stronger their motivation, which in turn has a positive impact on improving business performance.

According to Bandura, (2017), self-efficacy refers to an individual's belief or confidence in their ability to organize and execute tasks, achieve goals, produce outcomes, and implement actions required to attain specific competencies. Kuratko (2023) defines business motivation as psychological and external drivers that encourage individuals to initiate, manage, and develop businesses with the aim of achieving financial success, autonomy, or self-actualization. According to Hisrich et al. (2019), business performance refers to measurable outcomes of entrepreneurial activities that reflect the effectiveness of resource utilization in achieving financial and strategic objectives. Self-efficacy has an indirect effect on business performance through business motivation. Business actors who are confident in their abilities tend to be more internally motivated to persist and develop their businesses. This motivation serves as a key driver in taking strategic actions that ultimately contribute to improved business performance. Therefore, business motivation acts as an intervening variable that mediates the relationship between self-efficacy and business performance. The higher an individual's self-efficacy, the stronger their entrepreneurial motivation, which in turn has a positive impact on the level of business performance achieved.

The assumption that entrepreneurial orientation has a significant and positive effect on business performance, with business motivation as an intervening variable, is supported by the study conducted by Purwanto & Trihudyatmanto (2018), which demonstrates that entrepreneurial orientation has a significant and positive influence on business performance through business motivation as an intervening variable.

The assumption that self-efficacy has a significant and positive effect on business performance, with business motivation as an intervening variable, is supported by the study conducted by Nurjanah (2024), which demonstrates that self-efficacy has a significant and positive influence on business performance through business motivation as an intervening variable.

The conceptual framework of this study explains the relationship between entrepreneurial orientation and self-efficacy on business performance, with business motivation serving as an intervening variable among MSMEs in Ciawi District, Bogor Regency. The model illustrating the relationships among the variables in this study is presented in the following figure:



Description:

—————▶ : Direct Influence

-----▶ : Indirect Influence

### Hypothesis

$H_1$ : Entrepreneurial orientation has a positive and significant effect on business motivation.

$H_2$ : Self-efficacy has a positive and significant effect on business motivation

$H_3$ : Entrepreneurial orientation has a positive and significant effect on business performance.

$H_4$  : Self-efficacy has a positive and significant effect on business performance.

$H_5$ : Business motivation has a direct and significant effect on business performance.

$H_6$ : Entrepreneurial orientation has a positive and significant effect on business performance through business motivation

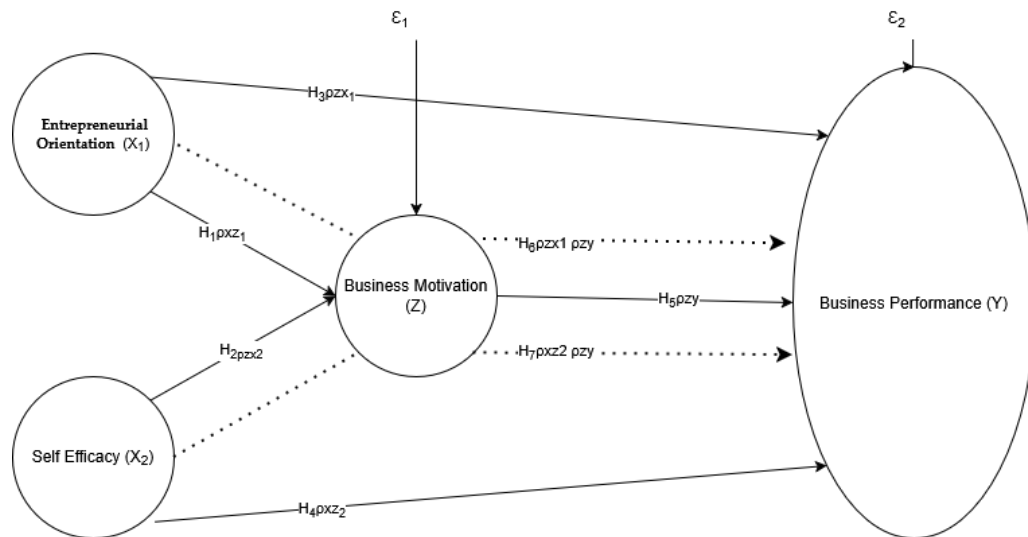


H<sub>7</sub>: Self-efficacy has a positive and significant effect on business performance through business motivation

RESEARCH METHOD

Research Design

Using path analysis and the Sobel test to examine intervening effects, a quantitative method was employed to explain the impact of the research variables. This study was designed as descriptive and verificative research in accordance with its objectives. The research sample consisted of 131 business actors. Data were collected through: (1) the distribution of questionnaires based on indicators for each variable; and (2) a literature review to obtain secondary data. Questionnaire data were analyzed using a quantitative approach. The questionnaire was a closed-ended instrument measured using a Likert scale, which was transformed into an interval scale. The diagrammatic model is presented in the following figure:



Method Approach

The procedures for conducting path analysis are as follows: (1) calculating multiple regression coefficients using the specified model; (2) estimating path coefficients based on the model; (3) determining the coefficient of determination; and (4) calculating partial effects. A variable is considered an intervening variable because it influences the relationship between the independent and dependent variables. Referring to Ghozali (2018), mediation hypotheses are tested using the Sobel test, with an absolute Z<sub>table</sub> value of 1,96.



### **Validity Test, Reliability Test, and Classical Assumption Test**

Based on the validity test, questionnaire items are considered valid if the item–total correlation is at least 0.30. According to Sugiyono (2019), an item–total correlation of 0.30 is regarded as valid, whereas correlations below 0.30 are considered invalid and are therefore excluded from further analysis. Reliability testing assesses the extent to which an instrument can be relied upon through two or more measurements of the same construct using the same measurement tool. Hair et al. (2017) state that an instrument is considered reliable if its Cronbach’s alpha value is 0.7 or higher.

The classical assumption tests indicate that the research model satisfies the basic assumptions required in regression analysis, namely: (1) the normality test, which shows that the data are normally distributed based on the Kolmogorov–Smirnov test as suggested by Ghozali (2018), where the Kolmogorov–Smirnov significance (p-value) is greater than 0.05 or the statistical data form a bell-shaped curve; (2) the multicollinearity test, which examines whether the regression model exhibits correlations among exogenous or independent variables, referring to Sugiyono (2017). Multicollinearity is detected using tolerance values greater than 0.05 and variance inflation factor (VIF) values less than 5; and (3) the heteroskedasticity test, which indicates that the variance of the residuals is constant across observations, meaning the model is appropriate for use. According to Ghozali (2018), heteroskedasticity is examined by observing a scatterplot of the standardized predicted values (ZPRED) against the standardized residuals (SRESID).

## **RESULTS AND DISCUSSION**

### **Characteristics of Business Actors and Their Responses**

Ciawi District is one of the sub-districts located in the southeastern part of Bogor Regency, West Java Province. The Ciawi MSME Forum is a collaborative platform that brings together Micro, Small, and Medium Enterprise (MSME) actors in the Ciawi area with the aim of enhancing competitiveness, business capacity, and the sustainability of its members’ businesses. This forum serves as a medium for communication, coordination, and synergy among MSME actors, local government, and other stakeholders in the context of local economic development. Through various programs such as training, business mentoring, information exchange, and facilitation of market access, the Ciawi MSME Forum is expected to promote the growth of independent and innovative MSMEs that



contribute significantly to improving the welfare of the local community. The following presents a summary of the characteristics of the business actors:

**Table 1**  
**Recapitulation of Characteristics of Snack Business Actors in Ciawi District, Bogor Regency**

No	Features	Majorities	Percentage (%)
1	Gender	Women	52
2	Age	26 – 35 years old	58
3	Education	Junior High School/Equivalent	57
4	Long Term of Effort	2 – 4 years	85
5	Monthly Income	5 million – 10 million	93
6	Business License	Not having a business license	95
7	Total Workforce	<5 people	97

Source: Data Processed, 2025

The following is the response of business actors to the research variable:

**Table 2**  
**Recapitulation of Business Actors' Responses**

No	Variable	Rating	Criteria	Interpretation
1	Business Performance	68%	Height	In general, snack food MSME actors in Ciawi District, Bogor Regency, demonstrate positive business performance, as they are able to achieve sales growth and customer growth, consistently meet market demand, and successfully design and implement effective marketing reach strategies.
2	Business Motivation	71%	Height	Snack food MSME actors in Ciawi District, Bogor Regency exhibit a strong willingness to start businesses, supported by perseverance and creativity, enabling them to pursue growth



No	Variable	Rating	Criteria	Interpretation
				orientation and achieve financial independence.
3	Entrepreneurial Orientation	75%	Strong	Snack food MSME actors in Ciawi District, Bogor Regency demonstrate strong innovation and proactiveness, despite exhibiting a moderate level of risk-taking. Therefore, these MSME actors actively engage in technology adaptation and establish strong collaboration to support their business activities.
4	Self-Efficacy	80%	Good	Snack food MSME actors in Ciawi District, Bogor Regency demonstrate a high level of self-confidence, which is reflected in their strong abilities and skills, as well as a positive level of self-assessment.

Source: Data Processed, 2025

Recapitulation of Research Variables Using Pathway Analysis

Table 3

Recapitulation of Effect Coefficient Results

Variable			Path Coefficients	
Exogen	Endogen	Live	Indirect	Total
Entrepreneurial Orientation (x <sub>1</sub> )	Business Motivation (Z)	0,418		
Self-Efficacy (x <sub>2</sub> )	Business Motivation (Z)	0,387		
Entrepreneurial Orientation (x <sub>1</sub> )	Business Performance (Y)	0,444	0,106	0,55
Self-Efficacy (x <sub>2</sub> )	Business Performance (Y)	0,206	0,098	0,304
Business Motivation (Z)	Business Performance (Y)	0,254		

Source: Data Processed, 2025

Based on the results of the path analysis, the findings can be interpreted as follows:

1. Entrepreneurial orientation has a direct effect on business motivation. This is evidenced by a path coefficient of 0.418, or 41.8%.



2. Self-efficacy has a direct effect on business motivation. This is indicated by a path coefficient of 0.387, or 38.7%.
3. Self-efficacy has an effect on business performance both directly and indirectly through business motivation. This is evidenced by a direct path coefficient of 0.206, or 20.6%, and an indirect effect of 0.098, or 9.8%. Furthermore, the total effect of these four variables amounts to 0.304, or 30.4%.
4. Business motivation has a direct effect on business performance. This is indicated by a path coefficient of 0.254, or 25.4%.

The t-test is used in hypothesis testing to determine the significance of each variable. The alternative hypothesis ( $H_a$ ) and the null hypothesis ( $H_0$ ) are the two theories typically proposed. Based on the results, the hypotheses are either accepted or rejected using the t-test. The following table presents the results of the hypothesis testing:

Table 4 Partial Hypothesis Testing (t-test)

Hypothesis	Path Coefficients	Calculated tvalue	Critical tvalue	Sig	Verdict	Conclusion
$\rho_{zx_1} > 0$	0,418	4,293	1,656	0,000	$H_{a1}$ Accepted	Direct, positive, and significant
$\rho_{zx_2} > 0$	0,387	3,978	1,656	0,005	$H_{a2}$ Accepted	Direct, positive, and significant
$\rho_{yx_1} > 0$	0,444	4,934	1,656	0,000	$H_{a3}$ Accepted	Direct, positive, and significant
$\rho_{yx_2} > 0$	0,206	2,310	1,656	0,023	$H_{a4}$ Accepted	Direct, positive, and significant
$\rho_{yz} > 0$	0,254	3,318	1,656	0,001	$H_{a5}$ Accepted	Direct, positive, and significant

Based on Table 4, it can be concluded that all the hypotheses are accepted. This is evident from the calculated t values being greater than the critical t values, with significance levels below 0.05, indicating a direct, positive, and significant effect of the exogenous variables on the endogenous variable. Therefore, it can be stated that business performance is determined by business motivation, which is in turn influenced by entrepreneurial orientation and self-efficacy.



### Sobel Test Analysis

In this study, the Sobel analysis was used to examine the effect of the intervening/mediating variable, Z. The Sobel test is conducted by assessing the strength of the indirect effect of the exogenous variable (X) on the endogenous variable (Y) through the intervening variable (Z). The results of the Sobel test are presented in the following table:

**Table 5**  
**Output Analysis Sobel Test Results**

a	b <sub>1</sub>	b <sub>2</sub>	b <sub>1</sub> b <sub>2</sub>	SE <sub>a</sub>	SE <sub>b1</sub>	SE <sub>b2</sub>	SE <sub>b1</sub> SE <sub>b2</sub>
0,173	0,222	0,202	0,044	0,052	0,052	0,051	0,002

Source: Data processed, 2025

The results of the Sobel test are used to calculate the  $Z_{calculated}$  value. The calculation is as follows:

1. The effect of entrepreneurial orientation on business performance through business motivation.
2. The results of the analysis test are used to calculate the  $Z_{calculated}$  value. The calculation is as follows:

$$Z = \frac{ab}{\sqrt{(b^2SEa^2) + (a^2 SEb^2)}}$$

$$Z = \frac{0,173 \times 0,222}{\sqrt{(0,222^2 \times 0,052^2) + (0,173^2 \times 0,052^2)}}$$

$$Z = \frac{0,038406}{\sqrt{(0,049284 \times 0,002704) + (0,029929 \times 0,002704)}}$$

$$Z = \frac{0,038406}{\sqrt{(0,000133263936) + (0,000080928016)}}$$

$$Z = \frac{0,038406}{\sqrt{0,000214191952}}$$

$$Z = \frac{0,038406}{0,014635298}$$

$$Z = 2,62420346$$

The calculation of the Sobel test yielded a  $Z_{calculated}$  value of 2.62. Since  $Z_{calculated}$  (2.62 > 1.96),  $H_0$  is rejected, and  $H_a$  is accepted, indicating that entrepreneurial orientation has an indirect effect on business performance through business motivation among snack food MSME actors in Ciawi District, Bogor Regency.



3. Effect of Self-Efficacy on Business Performance through Business Motivation. The results of the analysis test are used to calculate the  $Z_{calculated}$  value. The calculation is as follows:

$$Z = \frac{ab}{\sqrt{(b^2SEa^2) + (a^2SEb^2)}}$$

$$Z = \frac{0,173 \times 0,202}{\sqrt{(0,202^2 \times 0,052^2) + (0,173^2 \times 0,051^2)}}$$

$$Z = \frac{0,034946}{\sqrt{(0,040804 \times 0,002704) + (0,029929 \times 0,002601)}}$$

$$Z = \frac{0,034946}{\sqrt{(0,000110334016) + (0,000077845329)}}$$

$$Z = \frac{0,034946}{\sqrt{0,000188179345}}$$

$$Z = \frac{0,034946}{0,013717847681}$$

$$Z = 2,54748418$$

The calculation of the Sobel test yielded a  $Z_{calculated}$  value of 2.54. Since  $Z_{calculated}$  ( $2.54 > 1.96$ ),  $H_{06}$  is rejected, and  $H_{a6}$  is accepted, indicating that self-efficacy has an indirect effect on business performance through business motivation among snack food MSME actors in Ciawi District, Bogor Regency.

**The Influence of Entrepreneurial Orientation on Business Motivation**

Based on the results of the t-test hypothesis testing, the calculated t-value  $t_{calculated}$  was 4.293, which is greater than the critical  $t_{value}$  of 1.656, with a significance value of  $0.000 < 0.05$ . Therefore,  $H_0$  is rejected, and  $H_a$  is accepted. This indicates that the first hypothesis shows a direct and positive effect of entrepreneurial orientation on business motivation among snack food MSME actors in Ciawi District, Bogor Regency. In general, MSME actors agree and respond positively to aspects related to entrepreneurial orientation, such as using digital technology as a product marketing medium and maintaining commitment to running their business despite potential losses, which positively impacts business motivation. This finding is supported by Purwanto & Trihudyatmanto (2018), who stated that there is a significant influence of entrepreneurial orientation on business motivation.



### **The Effect of Self-Efficacy on Business Motivation**

Based on the results of the t-test hypothesis testing, the calculated  $t_{value}$  was 3.978, which is greater than the critical  $t_{value}$  of 1.656, with a significance value of  $0.005 < 0.05$ . Therefore,  $H_0$  is rejected and  $H_a$  is accepted. This indicates that the second hypothesis shows a direct and positive effect of self-efficacy on business motivation among snack food MSME actors in Ciawi District, Bogor Regency. In general, MSME actors agree and respond positively to aspects related to self-efficacy, such as possessing abilities or talents that support them in running their business and having confidence in utilizing their skills to face business challenges, which positively impacts business motivation. This finding is supported by Nurjanah (2024), who stated that self-efficacy has a significant effect on business motivation.

### **The Influence of Entrepreneurial Orientation on Business Performance**

Based on the results of the t-test hypothesis testing, the calculated  $t_{value}$  was 4.934, which is greater than the critical  $t_{value}$  of 1.656, with a significance value of  $0.000 < 0.05$ . Therefore,  $H_0$  is rejected and  $H_a$  is accepted. This indicates that the third hypothesis shows a direct and positive effect of entrepreneurial orientation on business performance among snack food MSME actors in Ciawi District, Bogor Regency. In general, MSME actors agree and respond positively to aspects related to entrepreneurial orientation, which positively impact business performance, such as understanding consumer needs early to adjust offered products and being willing to allocate business capital despite uncertainty in outcomes. This finding is supported by Purwadi & Soelaiman (2023), who stated that entrepreneurial orientation has a significant effect on business performance.

### **The Influence of Self-Efficacy on Business Performance**

Based on the calculation results of the t-test hypothesis testing, it was obtained that the  $t_{(calculated)}$  value was  $2.310 > t_{(table)}$  of 1.656 with a sig. value of  $0.023 < 0.05$  so that  $H_0$  was rejected and  $H_a$  was accepted. This means that in the fourth hypothesis there is a direct and positive influence of self-efficacy on business performance in snack food MSMEs in Ciawi District, Bogor Regency. That in general MSMEs agreed and gave an agreeing response to aspects related to self-efficacy having a positive impact on improving business performance, such as business actors being confident in facing challenges or risks that arise when running a business and business actors believing that self-competence of business actors makes it easier to manage and develop the business. This is supported by research (Fransisca & Ie, 2023) which states that there is a significant influence between self-efficacy on business performance.



### **The Influence of Business Motivation on Business Performance**

Based on the results of the t-test hypothesis testing, the calculated t-value was 3.318, which is greater than the critical  $t_{value}$  of 1.656, with a significance value of  $0.001 < 0.05$ . Therefore,  $H_0$  is rejected and  $H_a$  is accepted. This indicates that the fifth hypothesis shows a direct and positive effect of business motivation on business performance among snack food MSME actors in Ciawi District, Bogor Regency. The business actors take concrete steps, such as preparing a business plan to start their venture, and are committed to running their business by making necessary preparations, including capital and business legality. This finding is supported by Gemina & Ginanjar (2019), who stated that business motivation has a significant effect on business performance.

### **The Influence of Entrepreneurial Orientation on Business Performance Through Business Motivation**

Based on the results of the Sobel test, the calculated  $Z_{value}$  was 2.62, which is greater than the critical  $Z_{value}$  of 1.96. Therefore,  $H_0$  is rejected, and  $H_a$  is accepted. This indicates that the sixth hypothesis shows an indirect and positive effect of entrepreneurial orientation on business performance through business motivation among snack food MSME actors in Ciawi District, Bogor Regency. The business actors are willing to make business decisions that may yield high profits despite the risks and remain committed to running their business even when facing potential losses. This finding is supported by Purwanto & Trihudiyatmanto (2018), who stated that entrepreneurial orientation has an indirect effect on business performance through business motivation. It is also supported by Nurjanah (2024), who stated that self-efficacy has an indirect effect on business performance through business motivation.

## **CONCLUSION**

Entrepreneurial orientation showed the lowest-rated item in the product/service innovation indicator. Self-efficacy had the lowest-rated item in the self-assessment indicator. Business motivation recorded its lowest-rated item in the willingness to start a business (intentionality) indicator. Business performance showed its lowest-rated item in the sales growth indicator.

Furthermore, it is recommended that snack food MSME actors in Ciawi District, Bogor Regency, optimize digital marketing strategies and expand distribution networks to ensure their products are more easily accessible to a wider range of consumers, thereby consistently increasing sales volume and value over time. Implementing intensive business incubator programs and



providing access to local entrepreneurial success stories (role models) can strengthen entrepreneurial mindsets and transform strong intentions into concrete actions for starting and sustainably developing a business. MSME actors should enhance their product and service innovation capabilities by strengthening market knowledge, creativity, and continuously leveraging consumer demand information. Regular mentoring and coaching sessions focused on analyzing personal and business Strengths, Weaknesses, Opportunities, and Threats (SWOT) should be implemented to improve self-assessment skills objectively and strategically, ultimately enhancing business performance.

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