

The Effect of Strategic Orientation, Organizational Culture and Corporate Entrepreneurship on the Firm Performance of Smes in Tangerang Selatan Mediated By Business Model Innovation

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Abstract: *The purpose of this research is for the growth and development of Micro, Small and Medium Enterprises to be able to help and improve the economy and absorb as much workforce as possible as well as the introduction of regional superior products, especially Micro and Medium Enterprises. The analytical method is carried out through explanatory research, with the PLS/SEM application. The concepts and problems studied look at the causal relationship, then explain the variables that cause the problems studied. The research sample was 178 Micro, Small and Medium Enterprises in the South Tangerang area. The findings from this study are that there is a positive influence of strategic orientation, organizational culture, corporate entrepreneurship on firm performance. There is a positive influence of strategic orientation, organizational culture, corporate entrepreneurship on business model innovation. There is a positive influence of business model innovation on firm performance. There is a positive influence of strategic orientation, organizational culture, corporate entrepreneurship on firm performance mediated by business model innovation. Theoretical implications of the existence of a business model innovation through increasing its dimensions can increase the firm performance of Micro and Medium Enterprises actors and can increase the trust and loyalty of related parties. Improving and developing production quality first, paying attention to development and innovation. Strategic orientation will provide a good indication of the firm performance of Micro and Medium Enterprises. Managerial implications state that product quality, in the process of involving strategic orientation, organizational culture, corporate entrepreneurship, all entrepreneurs with third parties is very close, so that cooperation and conformity of technical specifications to the wishes of the community must be a top priority. The quality of Micro and Medium Enterprises actors in terms of cooperation, production quality, performance of divisions such as decision makers, is a picture that can be felt by the community or parties who work together, so that these various qualities must be a priority for the improvement of Micro, Small and Medium Enterprises.*

Keywords: *strategic orientation, organizational culture, corporate entrepreneurship, business model innovation, firm performance.*

I. Introduction

The rapid development of the economy in South Tangerang City has not been fully enjoyed by the world of micro, small and medium enterprises, and the cooperative movement in this region, among others in the form of absorption of labor, especially unemployment. also, intensive use of local natural resources. Moreover, because many of them are located around the community, the growth of Micro, Small and Medium Enterprises will have a positive impact on increasing the number of workers, reducing poverty, equity in income distribution, and economic development in the South Tangerang City area. These Micro, Small and Medium Enterprises form a legal type of business by obtaining several special criteria or completing business requirements to become a shop, firm, or limited company. Forms of business that have been carried out will be evaluated on firm performance which will be associated with other variables.

Micro, Small and Medium Enterprises that focus too much on process innovation business models can limit opportunities for product innovation because business model innovation only allows cost reduction. This illustrates the tension between the efficient orientation of business model innovation and the effective orientation of product innovation. This also presents a potential managerial paradox. Efforts to encourage Micro, Small and Medium Enterprises to become business actors in the context of the Micro, Small and Medium Enterprises industry, the variables of managing business strategy and human capital through Corporate Entrepreneurship are very important for developing business model innovation, productivity and company

performance (firm performance). Strategy and business need to continue to be built in maintaining the tradition of Micro, Small and Medium Enterprises in doing business, especially for the South Tangerang area and its surroundings. In particular, the products of Micro, Small and Medium Enterprises range from household needs to many other community needs, especially to support regional economic growth and development.

The phenomenon that occurred, based on government data from South Tangerang, until the end of 2022 the population has reached nearly 1.9 million people, with the majority of 89% being Muslims, Christians 9.5% Protestants 5.9% Catholics 3.6% Buddhists 0.97% Hindus 0.3 %, and Confucianism 0.05%. The existence of Micro, Small and Medium Enterprises in South Tangerang as an industry that receives full capital from the government and specializes in development and convenience as well as industrial products, which has a different character from Micro, Small and Medium Enterprises in general which are halal and non-halal in accordance with the number of population and the number of Micro, Small and Medium Enterprises in the city of South Tangerang. This study will examine the effect of strategic orientation, organizational culture, corporate entrepreneurship, on firm performance mediated by business model innovation. Based on previous studies, a research gap was found in conceptual and methodological aspects.

The research gap found is the placement of the variable business model innovation as a mediator variable, which mediates the factors of strategic orientation, organizational culture, corporate entrepreneurship on firm performance. This can be seen in the research: Latifi et al., (2021) with the title "Business model innovation and firm performance: Exploring causal mechanisms in SMEs". Previous research on partnerships also shows that the research gap has a conceptual aspect, namely the research of Kindermann et al., (2021) entitled "Digital orientation: Conceptualization and operationalization of a new strategic orientation".

Other obstacles faced by Micro, Small and Medium Enterprises are constraints on access to finance and capital, constraints on market access and marketing and product promotion of Micro, Small and Medium Enterprises. There are also constraints on raw materials and production equipment for the development of Micro, Small and Medium Enterprises. This needs to be a concern of the government or related agencies in the South Tangerang government area. Likewise, the research of Jin et al., (2021); discusses business model innovation and the relationship between variables in research, especially on firm performance, then research gaps in the methodological aspect, namely differences in the research instruments used according to the dimensions or indicators of the variables used refers to the theory used in constructing research variables.

Novelty or novelty in this study is that strategic orientation and corporate entrepreneurship have an influence on firm performance of Micro, Small and Medium Enterprises in South Tangerang by mediating business model innovation as for the implementation of government participation in fostering Micro, Small and Medium Enterprises and how to do it for all business actors given ease of access to business development financing as well as participation from the government to assist in the marketing and promotion of all products produced, as well as how to develop a business model innovation process so as to increase the firm performance of Micro, Small and Medium Enterprises in the South Tangerang area and its surroundings. So that it provides great benefits for the economy in the South Tangerang region.

II. Literature Review

This research attempts to develop theories about firm performance. Inam Bhutta et al., (2021) researchers use various firm performance indicators. Most used are multiple variables that use production measures and market sizes. Strategic orientation Akgün & Polat, (2022) is a specific approach that companies apply to create the right behavior for superior and sustainable performance.

Organizational culture Yaari et al., (2021) also depends on the human aspect where several previous and recent studies have become references according to several experts, including, (Hardcopf et al., 2021; Grover et al., 2022). Corporate entrepreneurship, continuously updated, theoretical and empirical knowledge is the main consideration to be able to understand more deeply and the opinions of several researchers including (Urbano et al., 2022; Bayiley et al, 2022). Business model innovation, Latifi et al., (2021), organizations include the term business model innovation in their vision, mission and objective statements. Politicians regularly mention the term innovation in speeches. Some references regarding business model innovation include (Snihur & Bocken, 2022; Minatogawa et al., 2022).

Firm performance according to S. Hu & Zhang, (2021) should be able to form an organizational physical environment that can encourage creativity and leadership that has shared values and openness. The focus of the organization must be to be able to develop more significant programs that can encourage business model innovation. Firm performance of Micro, Small and Medium Enterprises according to Tajvidi & Karami, (2021) wants to bring about the benefits of its intellectual capital, so the role of human capital should be seen as a strategic resource, because only humans can create knowledge.

Firm performance of Micro, Small and Medium Enterprises according to Nguyen et al., (2021) should pay attention to the dimensions of knowledge and differences in value-creating activities related to human capital as a superior resource for organizations. Efforts to strengthen the firm performance of Micro, Small and Medium

Enterprises. The hope for Micro, Small and Medium Enterprises is to diversify by producing several industrial products for other fields such as fashion, furniture and processed halal goods or snacks. In addition, Micro, Small and Medium Enterprises also carry out cover design, development, engineering and fabrication and maintenance activities.

The development of a strategic orientation for Micro, Small and Medium Enterprises is an effort made by the Government of South Tangerang for the business world and society in empowering micro, small and medium enterprises through the provision of facilities, mentoring guidance and strengthening assistance to grow and improve the capabilities and competitiveness of micro enterprises, small and medium. Strategic orientation according to Kindermann et al., (2021) reflects the strategic direction carried out by companies to create the right behavior in obtaining superior performance in business. Strategic orientation according to Han & Zhang, (2021) requires a general definition that can be accepted by the business world which will later become the start in standardizing the definition of strategic orientation, because several experts in management science define strategic orientation in different ways. Different things also need to be considered with Human Resources in the organizational culture activities of Micro, Small and Medium Enterprises, especially in South Tangerang.

The problem of organizational culture is essential for an organization or institution, because it will always be related to the life that exists in the business, especially the perpetrators of Micro, Small and Medium Enterprises in South Tangerang. Organizational culture according to Tulcanaza-Prieto et al., (2021) is a philosophy, ideology, values, assumptions, beliefs, hopes, attitudes, and norms that are shared and binding in a particular community.

Specifically, the culture in the organization will be determined by the working conditions of the team, leadership, and organizational characteristics as well as the applicable administrative processes. Organizational culture according to Asatiani et al., (2021) follows a system framework, organizational behavior can be seen as a result of interactions between subunits within the organization. It appears that organizational culture is best conceptualized as a very different phenomenon, and this is also related to business actors and business groups in corporate entrepreneurship.

Corporate entrepreneurship according to Glinyanova et al., (2021) is always used by companies that have been operating for a long time and in large companies. Corporate entrepreneurship is generally used for the purpose of seeing company profits, as is the case with information collected from the annual report of Micro, Small and Medium Enterprises which shows an increase in human resource programs, especially for Micro, Small and Medium Enterprises in the South Tangerang area.

Corporate entrepreneurship according to Hampel et al., (2020) as a vision that is directed to a wide organizational form, depends on an entrepreneurial spirit that continually and sustainably renews the company and shapes its scope of operations through exploiting opportunities in entrepreneurship. This will provide progress to Micro, Small and Medium Enterprises. If this goes well, it will require the right business model innovation for its implementation.

Business model innovation is an industry-changing result. The three main types of business model innovation, which can be used alone or in combination, are industry model innovation, revenue model innovation, and enterprise model innovation. Business model innovation according to Sinkovics et al., (2021) involves innovating the industrial value chain by moving to a new industry, redefining an existing industry, or creating a completely new one by identifying/enhancing the organization's unique assets.

III. Methodology

The research method used in this study is a quantitative method. Research using quantitative methods, namely researchers using questionnaires in conducting data collection techniques. The quantitative method is a research method based on the philosophy of positivism, used to research on natural object conditions, (as opposed to experiments) where the researcher is the key instrument, data collection techniques are carried out by triangulation (combined), data analysis is inductive/quantitative, and the results of quantitative research emphasize meaning rather than generalization (Fadli, 2021). The quantitative method used in this research is to raise the facts that exist in the organization, namely, to see also test the strategic orientation analysis hypothesis Akgün & Polat, (2022), organizational culture Yaari et al., (2021), corporate entrepreneurship Urbano et al., (2022), regarding firm performance Inam Bhutta et al., (2021) mediated by business model innovation Latifi et al., (2021).

The aim of the research is to make systematic, factual, and accurate descriptions, drawings or drawings of the facts, characteristics and relationships of the phenomena being investigated. The research method aims to determine the causal relationship between variables through a hypothesis testing through a statistical calculation so that the results of the proof show that the hypothesis is rejected or accepted.

The independent variables in this research are strategic orientation, organizational culture, corporate entrepreneurship. The mediating variable in this research is business model innovation and the dependent variable in this research is firm performance. described in operational definitions, dimensions, and indicators as

measurement tools. The population in this study are the owners of Micro, Small and Medium Enterprises in the South Tangerang area.

The sample used was 180 Micro, Small and Medium Enterprises that had obtained business licenses. The sampling technique was purposive sampling with entrepreneurial criteria that met the requirements to be selected as respondents who met the following criteria:

1. The MSME owner is a minimum as a policy maker.
2. MSME entrepreneur experience, minimum one year.
3. MSMEs have obtained official Halal certificate permits.

The above criteria are made with the assumption that respondents already have sufficient and relevant knowledge of entrepreneurial activities. In addition, it is also assumed that the respondent has sufficient knowledge about the object of research so that data related to the object of research can be obtained through the respondent. The criteria for determining the number of samples are based on the consideration of the use of the analytical tool to be used. In this study will use the structural equation model or Structural Equation Modeling (SEM) as analysis. A minimum sample size of 100 will be used as a benchmark referring to Hair et al., (2021) which states that a minimum sample size of 100 is sufficient to be used to estimate the model.

To determine the number of respondents used in this study, will use a statement from Hair et al., (2021) which states that the number of respondents as a sample must be matched with the number of statements listed in the questionnaire distributed. Based on the assumption of $n \times 5$ observed variable (index) up to $n \times 10$ observed variable (index). In this study there were 35 types of statements used to measure 5 variables. The number of respondents used is 35 statements multiplied by 5 so that the results are 175 respondents.

Through the statement above, the total sample that must be taken is a minimum of 180 samples, while to avoid unwanted things such as when testing data there are outliers or cannot be used, the researcher will increase the number of sample respondents to be carried out in the study.

The questionnaire that was made did not ask for the name of the respondent and the company where he worked to ensure that the respondent gave an objective answer. In the cover letter it is also stated that the data collected will be kept confidential and only for academic purposes, so to guarantee its representativeness the probability sampling technique chosen is stratified random sampling. Based on these reasons, hypothesis testing in this study uses PLS-SEM which has more flexibility than Covariance Based – Structural Equation Modeling (CB-SEM) for regression research and is able to perform path analysis (path analysis) with latent variables.

IV. Result And Discussion

This study distributed questionnaires via google forms and manuals which were distributed to research objects of Micro, Small and Medium Enterprises in South Tangerang, decision makers consisting of Owners, General Managers and Managers equally. The time for the researchers to distribute the questionnaires lasted approximately one month.

The output results explained that as many as 180 questionnaires were distributed, and obtained 178 respondents who completed all statements, there were 2 questionnaires that did not return because the respondents were busy filling in incomplete and did not meet the requirements for processing research data.

Based on the results of descriptive analysis of gender-based respondent data who participated in the study, there were 63 male respondents and 115 female respondents. These results indicate that the ratio of men who are entrepreneurs as Micro, Small and Medium Enterprises actors is less than that of female respondents. This distant comparison actually shows that the role of women in Micro, Small and Medium Enterprises was earlier as a home industry business to help support family needs, but because the business being carried out was quite advanced and successful in the end it was continued with business legally so that it could be useful and in addition to helping the household economy it also added and increased the regional economy, especially in the South Tangerang area.

that the age of 21-30 with 6 respondents indicates the age of entrepreneurs who are just entering the developing stage, ages 31-40 as many as 61 respondents indicate the stage of starting towards maturity of entrepreneurial takers, where at this age careers and positions enter very productive times and is in a very good process, followed by ages 41-50 with 78 respondents, the age that is entering the most productive period at work where decision makers are very experienced with work as entrepreneurs. at the age of starting to enter a period approaching retirement at work because entrepreneurs who have long developed and reached top positions indicate that decision makers are very well established and at a very mature age to show quality work.

Respondents in this study also had different levels of education. The education level of respondents graduating from high school / vocational school as many as 51 respondents indicated that entrepreneurs started businesses after graduating from high school and continued until they forgot to continue formal education. Diploma Education Level as many as 30 respondents showed that respondents still have good abilities in education. Bachelor/S1 as many as 86 respondents. Shows that respondents really care about education and have broad insights usually to continue education.

Masters/S2 as many as 11 respondents, this explains that the decision makers have a very good level of education, where many have continued to the educational stage because they are busy with assignments and work is very busy making it difficult to allocate time for entrepreneurs to continue their education level to higher level. Entrepreneurial decision makers continue to increase their ability to analyze and contribute to companies, especially Micro, Small and Medium Enterprises in South Tangerang.

Goodness of Fit Model Test Results

Knowing the suitability of this research model can be measured by the Goodness of fit Model; usually this research is carried out at the end of the test. Structural model evaluation starts from the feasibility test of the model by looking at the R-square. The results of the model feasibility test (Goodness of Fit Model) are shown in Table 1.1

Table 1.1 Test Results for the Coefficient of Determination (R2)

Variabel	R-Square	Adjusted R-Square
<i>Firm Performance</i>	0,797	0,796
<i>Business Model Innovation</i>	0,604	0,608

Source: Processed data -Pls.3.2 (2023)

Based on the table of variables, business model innovation has a mediating model which shows that the adjusted R-Square value of 0.608 business model innovation is capable of being a link to firm performance. This figure can explain the variables, strategic orientation, organizational culture, corporate entrepreneurship, able to explain firm performance of 60.8%. The R-square value for firm performance is 0.797 indicating a strong model because it is more than 0.5. The firm performance variable can be explained by the business model innovation of 79.7%.

Next, apart from looking at the R-square, tests with endogenous effects on exogenous variables with an effect size value f^2 in table 1.2.

Table 1.2 Effect size test results f^2 Variable Business Model Innovation

No	Variabel	Effect Size	Keterangan
01	<i>Strategic Orientation</i>	0,644	<i>Valid</i>
02	<i>Organizational Culture</i>	0,534	<i>Valid</i>
03	<i>Corporate Entrepreneurship</i>	0,473	<i>Valid</i>

Source: Processed data -Pls.3.2 (2023)

The value of the effect size f^2 for the strategic orientation variable is 0.644, meaning that the strategic orientation variable has a strong influence as well as organizational culture with a value of 0.534. The organizational culture variable has a strong influence at the structural level. The corporate entrepreneurship variable is 0.473, meaning that the corporate entrepreneurship variable has a strong influence. The strength of the effect size f^2 which is mediating is acceptable in small sample studies. Strategic orientation, organizational culture, corporate entrepreneurship variables show values that meet the requirements, namely 0.644, 0.534 and 0.473 indicating the value of one of the variable effect size f^2 more than 0.2 which identifies a strong influence at the structural level.

Quality Index Test Results

Knowing the comparison of the research model with the indicator covariance matrix, a quality index test is needed. The community value is 0.807, where the value of all indicators is divided by the number of indicators present, a value of 0.807 is obtained. This means that all indicators have fulfilled the test requirements above 0.6. The R-Square value is the sum of all variable values divided by the result, which is 0.707, meaning that all variables are above 0.7 and are feasible to use. The higher the Goodness of Fit Model, it means that the resulting model is better (Shandyastini et al., 2019). The results of the Goodness of Fit Model shown in table 4.19 are 0.775 greater than 0.707, so it is concluded that the model used is very good and can be used in research (Imam Ghozali, 2019).

V. Conclusions And Implications

The results of this study conclude that in general, strategic orientation, organizational culture, corporate entrepreneurship are variables that influence firm performance and knowledge management variables. The

indirect effect of business model innovation as a mediating variable has a good influence on firm performance, as well as on the business model innovation variable as mediation on strategic orientation, organizational culture, corporate entrepreneurship variables that have a strong influence on firm performance of Tangerang Micro, Small and Medium Enterprises actors South.

Creativity, culture and local strengths that are focused on South Tangerang Micro, Small and Medium Enterprises are getting better, especially in improving the quality of business actors or entrepreneurs as well as improving organizational infrastructure, so that in the face of competition for the newest sales system requires the best business model innovation, where South Tangerang Micro, Small and Medium Enterprises are increasingly ready and keep up with the times and increasingly advanced technology. Collaboration must be carried out from every part of the entire South Tangerang Micro, Small and Medium Enterprises organization.

Based on the results of the research conducted, the theoretical implications related to the development of business model innovation theory and firm performance from strategic orientation, organizational culture, corporate entrepreneurship for Micro, Small and Medium Enterprises actors are as follows:

Strategic orientation, organizational culture, corporate entrepreneurship the results of this study strengthen the significant influence of strategic orientation, organizational culture, corporate entrepreneurship on the firm performance of Micro, Small and Medium Enterprises actors in line with previous research (Akgün & Polat, 2022).

Business model innovation as a mediation for strategic orientation, organizational culture, corporate entrepreneurship can improve the firm performance of Micro, Small and Medium Enterprises (Ziyae & Sadeghi, 2021).

The results of the study provide a conclusion by increasing business model innovation through increasing dimensions and indicators capable of increasing the firm performance of Micro, Small and Medium Enterprises actors, can increase the trust and loyalty of related parties. Improvement and development of product quality must first pay attention to policies and strategic plans. Development will provide a good indication of the firm performance of Micro, Small and Medium Enterprises actors.

To be able to increase production and organizational performance, entrepreneurs and Micro, Small and Medium Enterprises actors must pay attention to the following factors:

This study shows that strategic orientation, organizational culture, corporate entrepreneurship greatly influences firm performance, so increasing strategic orientation, organizational culture, corporate entrepreneurship through increasing each dimension and indicator of strategic orientation, organizational culture, corporate entrepreneurship must be a priority to be able to maintain business, so as to be able to give the impression and trust and loyalty of the community.

The quality of resources, the quality of production in the process of involving strategic orientation, organizational culture, corporate entrepreneurship of all business actors and third parties is very close, so that cooperation and conformity of technical specifications with the wishes of the community must be a top priority. The quality of Micro, Small and Medium Enterprises actors in terms of production, quality of resources, performance of parts such as decision-making actors, is a picture that can be felt by the community or parties who work together, so that these various qualities must be a priority for increasing the production of superior products for Micro, Small and Medium Enterprises actors. Intermediate.

To improve the development strategy and performance of Micro, Small and Medium Enterprises, decision makers show that strategic orientation, organizational culture, corporate entrepreneurship have a strong influence on firm performance, so strategic orientation, organizational culture, corporate entrepreneurship through increasing each development through business model innovation must become priority to be able to provide the best product production in improving the quality of Micro, Small and Medium Enterprises.

The government's efforts to encourage the implementation of the program for Micro, Small and Medium Enterprises in terms of production through all leaders and elements of the Forkopimda South Tangerang City Government in determining policies to advance the regional economy are very meaningful and it is hoped that government regulations can help Micro, Small and Medium Enterprises actors, especially in the role of quality resources, production quality in the process of involving strategic orientation, organizational culture, corporate entrepreneurship, especially in the South Tangerang area.

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