

THE INFLUENCE OF ENTREPRENEURIAL ORIENTATION AND MARKETING CAPACITY OF TOURISM VILLAGES ON HOMESTAY BUSINESS PERFORMANCE THROUGH ENTREPRENEURIAL COMPETENCE AROUND THE LAKE TOBA DESTINATION

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Abstract: The purpose of this study is to analyze the influence of Entrepreneurial Orientation and Tourism Village Marketing Capacity on Homestay Business Performance through Entrepreneurial Competence around the Lake Toba Destination. The research method uses quantitative descriptive and explanatory research characteristics. The data collected in this study are primary and secondary data, through data collection instruments such as questionnaires, observation, and documentation studies. The sample in this study consisted of 192 respondents. This study uses quantitative data, with data analysis techniques including descriptive statistical analysis and Inferential Statistical Analysis-Partial Least Square (PLS). The results of the tests show that Entrepreneurial orientation has a positive and significant effect on homestay business performance. Tourism village marketing capacity has a positive and significant effect on homestay business performance. Entrepreneurial orientation has a positive and significant effect on entrepreneurial competence. Tourism village marketing capacity has a positive and significant effect on entrepreneurial competence. Competence has a positive and significant effect on business performance. Competitive advantage has a positive and significant effect on business performance. Entrepreneurial orientation positively and significantly affects business performance through entrepreneurial competence. Tourism village marketing capacity positively and significantly affects business performance through competence around the Lake Toba Destination.

Keywords: entrepreneurial orientation, marketing capacity of tourist villages, competence, and business performance

1. Introduction

The tourism sector in Indonesia is the second largest foreign exchange earner after palm oil. As of July 2024, this sector contributed US\$ 7.46 billion in foreign exchange. The government continues to develop various types of tourism such as cultural, social, and nature tourism. Data from 2021 to 2024 shows an increase in tourism revenue, GDP contribution, the added value of the creative economy, the number of domestic and international tourists, as well as the workforce in the tourism and creative economy sectors. In 2024, tourism revenue is estimated to increase to US\$ 7.38 - 13.08 billion, and the GDP contribution is expected to rise to 4.50%. Nevertheless, tourism growth is hindered by factors such as uncertain global economic conditions (79.49%), changes in tourist behavior (38.46%), geopolitical instability (35.90%), and declining purchasing power of the public (33.33%). On the other hand, the driving factors include the development of high-quality and innovative tourist destinations (46.15%), the role of technology (43.59%), increased domestic tourist income (38.46%), and the expansion of infrastructure and international flight routes (35.90%).

Lake Toba, as one of the strategic areas, is prioritized by the government to be developed into a world-class tourist destination. This effort includes the construction of infrastructure such as toll roads and airports, revitalization of tourist attractions, and the creation of new tourist villages. The development of tourism housing facilities (Sarhunta) has also been allocated a budget of IDR 167.5 billion to improve the quality of community homes, which can also serve as a selling point in the homestay business.

Nevertheless, tourism growth is hindered by factors such as uncertain global economic conditions (79.49%), changes in tourist behavior (38.46%), geopolitical instability (35.90%), and a decline in public purchasing power (33.33%). On the other hand, the driving factors include the development of quality and innovative tourist destinations (46.15%), the role of technology (43.59%), increased domestic tourist income (38.46%), and the expansion of infrastructure and international flight routes (35.90%).

Lake Toba, as one of the strategic areas, is prioritized by the government to be developed into a world-class tourist destination. This effort includes the construction of infrastructure such as toll roads and airports, the revitalization of tourist attractions, and the creation of new tourist villages. The development of tourism housing facilities (Sarhunta) is also allocated with a budget of Rp 167.5 billion to improve the quality of local homes that can function as homestays. This provides business opportunities for the local community.

Homestay Business Problems

Despite available support, homestay businesses around Lake Toba still face various issues. Based on a preliminary survey of 30 homestay owners, several main issues were identified: Quality: Homestays are often dirty or poorly maintained (16.67%), and basic facilities are inadequate (20%). Management and Services: Slow or unclear communication (13.33%), unfriendly service (10%), and lack of knowledge and skills in tourism management (50%). Pricing and Marketing: Overpricing (20%) and underutilization of digital marketing (43.33%). Specific Challenges: Inadequate security systems (23.33%) and lack of guest privacy (13.33%). Considering these problems, this study aims to examine and analyze the antecedents of homestay business performance in tourist villages around Lake Toba. The research focuses on the influence of entrepreneurial characteristics, entrepreneurial orientation, the marketing capacity of tourist villages, entrepreneurial competency, and sustainable competitive advantage on homestay business performance, taking cultural values into account as a moderating variable.

Research Contribution

This study has novelty by using the variable of village tourism marketing capacity as the independent variable. This variable is synthesized from the Resources-Based View (RBV) theory, which considers intangible resources such as marketing capacity as a source of sustainable competitive advantage. It is hoped that this study can provide theoretical contributions to human resource management science in the tourism sector and practical benefits in the form of input for the government and business actors to improve homestay performance and local economic growth.

2. Literature Review

The Resource-Based View (RBV) has emerged as a central theory in strategic management, particularly influencing how companies approach competitive advantage. Developed in the 1980s and 1990s by scholars such as Jay Barney, Birger Wernerfelt, and Gary Hamel, and

further developed by Barney, RBV argues that a company's internal resources, rather than external market conditions, are the primary drivers of sustainable competitive advantage (Rao and Brown, 2024).

According to Rosita et al. (2024), organizational behavior is a field of study that investigates the reactions of individuals, groups, and structures within an organization with the goal of improving organizational effectiveness. Organizational behavior is a behavioral science, partly applied and contributed to by disciplines such as psychology, which seeks to measure, explain, and be able to change human behavior itself.

Entrepreneurial behavior can be defined as the activities or actions of an entrepreneur, nurtured by six main characteristics: self-confidence, willingness to take risks, results-oriented tasks, leadership, and future-oriented to achieve goals. According to Suryana, a person with an entrepreneurial spirit is characterized by behavioral patterns such as being innovative, courageous in facing risks, and having the ambition to seek opportunities (Listyaningsih and Pratama, 2022).

Entrepreneurial orientation is one of the most consistently studied constructs in the field of entrepreneurship (Shaher & Ali, 2020). Entrepreneurial orientation (EO) is considered the spearhead or pioneer to achieve sustainable company growth and high competitiveness (Rahmadi et al., 2020).

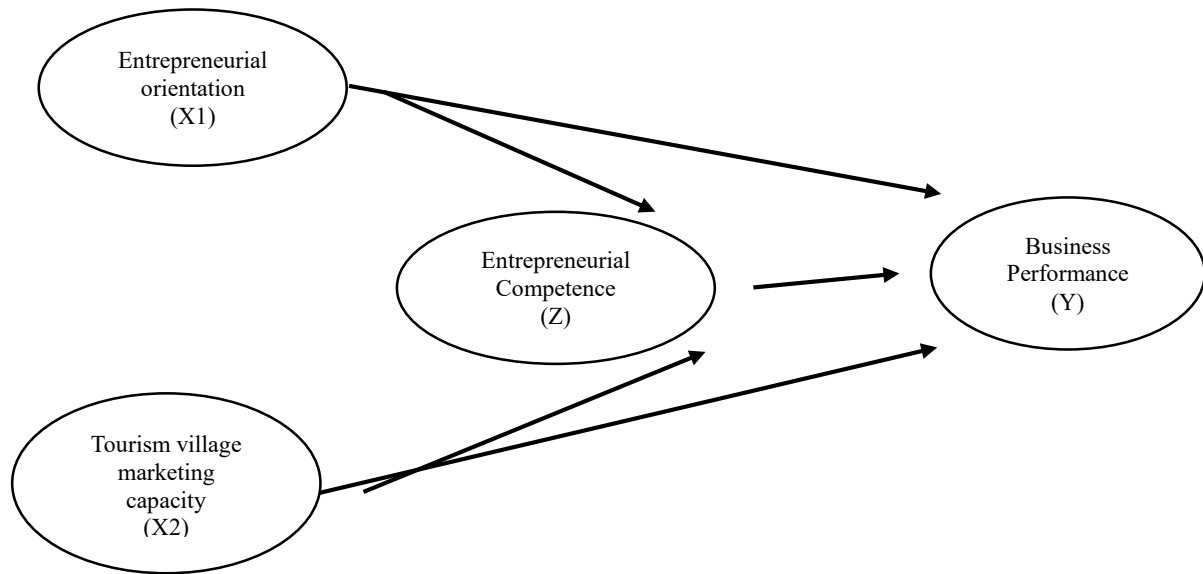
The marketing capacity of a tourist village refers to the village's ability to promote itself as an attractive and worthwhile tourist destination. This capacity encompasses various aspects, ranging from social media management, creation of promotional content, to collaboration with external parties such as influencers or mass media.

Entrepreneurial competence is the ability to professionally carry out an activity within a category/function of professional practice as required in the real working world. Competence can also be defined as the knowledge, skills, and abilities mastered by a person that have become part of them, allowing them to perform cognitive, affective, and psychomotor behaviors optimally (Sumarsono and Supardi, 2019).

Business performance is an important element of overall company performance because the performance of a company can be seen from its business performance over time. Business performance is a concept used to measure a company's marketing achievements. Every company has an interest in knowing its performance as a reflection of the success of its efforts in market competition (Megracia, 2021).

Conceptual Framework

In explaining the theory and the results of previous research, the relationship of each research finding can be illustrated in a conceptual framework. The direct and indirect influence between exogenous variables, consisting of entrepreneurial orientation and the marketing capacity of tourist villages, on business performance through entrepreneurial competence can be seen in Figure 1 below:



Research Hypothesis

- H1: Entrepreneurial orientation has a positive and significant effect on the business performance of homestays in Tourism Villages around Lake Toba.
- H2: The marketing capacity of tourism villages has a positive and significant effect on the business performance of homestays in Tourism Villages around Lake Toba.
- H3: Entrepreneurial orientation has a positive and significant effect on entrepreneurial competence in Tourism Villages around Lake Toba.
- H4: The marketing capacity of tourism villages has a positive and significant effect on entrepreneurial competence in Tourism Villages around Lake Toba.
- H5: The marketing capacity of tourism villages has a positive and significant effect on the business performance of homestays in Tourism Villages around Lake Toba.
- H6: Entrepreneurial orientation has a positive and significant effect on the business performance of homestays through entrepreneurial competence in Tourism Villages around Lake Toba.
- H7: The marketing capacity of tourism villages has a positive and significant effect on the business performance of homestays through entrepreneurial competence in Tourism Villages around Lake Toba.

3. Method

Research Methodology To answer the hypotheses of this study, the research method used is a research design based on the quantitative method grounded in positivist philosophy. According to Sugiyono (2020), quantitative descriptive research is a way to describe or portray an object under study through sample or population data, without intending to draw conclusions that can be generalized. This method is chosen because it can analyze data using statistical tools to answer the predetermined hypotheses. The nature of the research involves Explanatory Research aimed at testing the proposed hypotheses. The results will explain the causal relationships and influences between exogenous and endogenous variables.

Research Location The research was conducted in several Tourism Villages around Lake Toba, North Sumatra Province. This location was chosen because it is strategic, has the potential to develop, and has

adequate facilities and infrastructure. The respondents selected were homestay owners in those tourism villages.

The population in this study consists of all homestay owners who are local residents and have obtained permits from the local government in the Tourist Village around Lake Toba. The total population amounts to 360 people. A sample is a part of the population whose characteristics are taken for the study. Using Slovin's formula with a 5% margin of error, the sample size obtained was 192 people. The sampling technique used is non-probability sampling. Specifically, this study employs purposive sampling, where the sample is determined based on certain criteria. The sample is taken from the population with specific characteristics until the desired number is met.

The sampling process in the field was carried out by distributing questionnaires to respondents who happened to be encountered at the research location, as long as the respondents met the criteria. The Data Collection Method through Interviews was conducted with homestay owners and community/traditional leaders for initial investigation and a deeper understanding of the tourist attractions. Questionnaires were distributed directly to homestay owners. Documentation Study involved collecting documents from print and electronic media relevant to the research.

Operationalization of variables uses exogenous variables (variables that influence) and endogenous variables (variables that are influenced). Exogenous Variables: Entrepreneurial Orientation (X1) and Village Tourism Marketing Capacity (X2). Endogenous Variables: Entrepreneurial Competence (Z1) and Business Performance (Y). Interval scale with Likert Scale. Specifically for the financial dimension of the business performance variable, Validity and Reliability Tests are used by distributing the questionnaire to a larger sample, and the research instruments were tested on 30 respondents. The Validity Test functions to measure whether the questionnaire is valid or not. The questionnaire is said to be valid if the calculated r -value $>$ table r -value (0.361). Some invalid statement items are removed from the questionnaire. The Reliability Test functions to measure the consistency of answers over time. The questionnaire is said to be reliable if Cronbach's Alpha $>$ 0.60. Based on the test results, all variables are declared reliable. (Ghozali, 2021).

Data analysis techniques using Descriptive Statistics are used to classify and present data from questionnaires. Inferential Statistics utilizes Structural Equation Modeling (SEM) based on Partial Least Squares (PLS). PLS is chosen because it does not require strict assumptions, can be applied to all data scales, and the sample size does not have to be large. The Outer Model is used to test the validity and reliability of the instrument by evaluating convergent validity, discriminant validity, composite reliability, and Cronbach's alpha. The Inner Model is used to test the relationships between variables by examining R-square, Q-square, and path coefficients. Hypothesis Testing: Conducted to examine the influence between variables. A hypothesis is accepted if the p -value $<$ 0.05 and the t -statistic $>$ 1.96. (Ghozali, 2021).

4. Result and Discussion

Partial Least Squares (PLS) Method

the Partial Least Squares (PLS) method are used to determine the structural relationship between latent variables. Hypothesis testing on the path coefficients between variables must be conducted by comparing the p -value with alpha (0.005) or the t -statistic ($>$ 1.96). The magnitude of the p -value and the t -statistic is obtained from the output in SmartPLS using the bootstrapping method. The PLS program model scheme being tested is as follows:

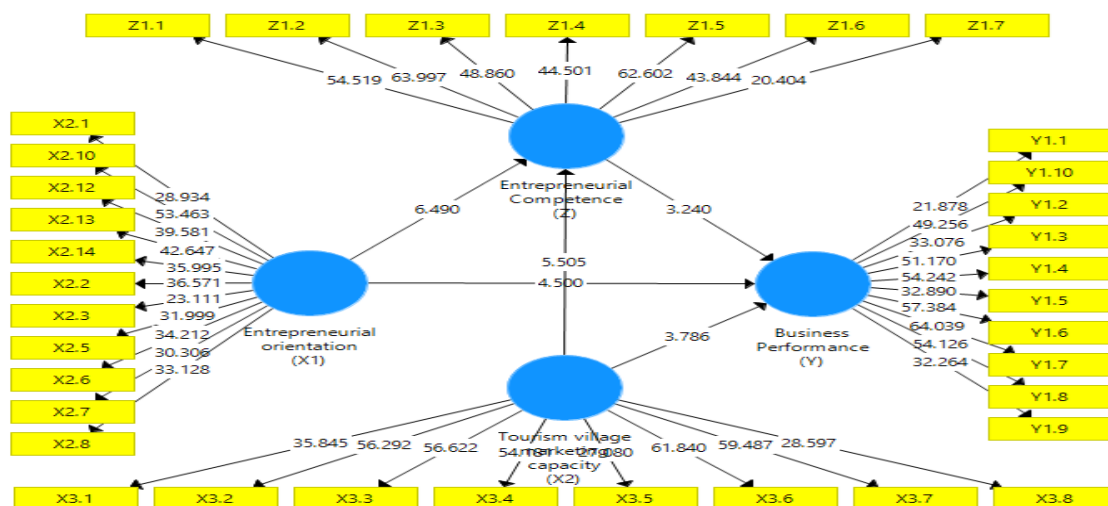


Figure 2 Inner Model PLS

Source: Processed data, 2025

The model presented in Figure 2 can be explained as follows, with the path coefficient values as follows:

1. There is a positive effect of entrepreneurial orientation on homestay business performance with a t-value of 4.444, greater than the t-statistic (>1.96).
2. There is a positive effect of entrepreneurial orientation on entrepreneurial competence with a t-value of 6.259, greater than the t-statistic (>1.96).
3. There is a positive effect of village tourism marketing capacity on homestay business performance with a t-value of 3.628, greater than the t-statistic (>1.96).
4. There is a positive effect of village tourism marketing capacity on entrepreneurial competence with a t-value of 5.353, greater than the t-statistic (>1.96).
5. There is a positive effect of entrepreneurial competence on homestay business performance with a t-value of 2.999, greater than the t-statistic (>1.96).

Determination Coefficient Results

The value indicating how much of the variability in the endogenous variable can be explained by the exogenous variables in the model can be seen in Table 1:

Table 1 Results of the Determination Coefficient

Variabel	R Square	R Square Adjusted
Business performance	0,8030	0,7999
Entrepreneurial competence	0,7805	0,7781

Source: Processed data, 2025

Based on Table 1, the results of the statistical analysis focusing on the Adjusted R Square values are as follows:

1. Business Performance row has an Adjusted R-Square of 0.7999. The obtained value indicates that approximately 79.9% of the variation in Business Performance can be explained by marketing capacity and entrepreneurial orientation included in the research model.

2. Entrepreneurial Competence has an Adjusted R-Square of 0.778. The obtained value indicates that approximately 77.8% of the variation in Entrepreneurial Competence can be explained by the variables of marketing capacity and entrepreneurial orientation included in the research model.

The goodness of fit assessment is determined from the q-square value. In regression analysis, the higher the q-square, the better the model can be said to fit the data. The calculation results for the q-square value are as follows:

$$\begin{aligned}
 \text{q-Square} &= 1 - [(1-R_1^2) \times (1-R_2^2)] \\
 &= 1 - [(1-0,799^2) \times (1-0,778^2)] \\
 &= 1 - (0,361 \times 0,394) \\
 &= 1-0,857 \\
 &= 0,857
 \end{aligned}$$

Based on the calculations above, a Q-Square value of 0.857 was obtained. This indicates that the amount of variation in the research data that can be explained by the research model is 85.7%, while the remaining 14.3% is explained by other factors such as consumer behavior variables and business competition that are outside this research model. Thus, based on these results, this research model can be considered to have achieved a good goodness of fit.

Results of Hypothesis Testing Analysis of Indirect Effects

The results of the study on the indirect effect of entrepreneurial orientation and the marketing capacity of tourist villages on business performance through entrepreneurial competence can be seen in Table 2:

Table 2 Research Results of Indirect Effects

Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Tourism village marketing capacity ->Business performance	0,3258	0,3179	0,0920	3,5411	0,0002
Tourism village marketing capacity -> Entrepreneurial competence	0,4123	0,4225	0,0796	5,1788	0,0000
Entrepreneurial competence -> Business performance	0,2325	0,2411	0,0768	3,0290	0,0013
Entrepreneurial orientation -> Business performance	0,3863	0,3854	0,0830	4,6525	0,0000
Entrepreneurial orientation -> Entrepreneurial competence	0,5073	0,4968	0,0826	6,1402	0,0000

Source: Processed data, 2025

The results of the research on the direct influence of exogenous variables on endogenous variables can be seen in the following explanations:

1. The Influence of Village Tourism Marketing Capacity on Business Performance. The research results obtained a T Statistics value of 2.2411 and a P Value of 0.0082. Based on statistical rules, since the P Value (0.0082) is less than 0.05, it can be concluded that this

- hypothesis is accepted, meaning that Village Tourism Marketing Capacity has a significant effect on Business Performance.
2. The Influence of Village Tourism Marketing Capacity on Entrepreneurial Competence. The research results obtained a T Statistics value of 5.7180 and a P Value of 0.0000. Based on the rule that the P Value (0.0000) is less than 0.05, it can be concluded that this hypothesis is accepted, meaning that Village Tourism Marketing Capacity has a significant effect on Entrepreneurial Competence.
 3. The Influence of Entrepreneurial Competence on Business Performance. The research results obtained a T Statistics value of 3.0298 and a P Value of 0.0013. Based on the P Value (0.0013) being less than 0.05, it can be concluded that this hypothesis is accepted, meaning that Entrepreneurial Competence has a significant effect on Business Performance.
 4. The Influence of Entrepreneurial Orientation on Business Performance. The research results obtained a T Statistics value of 5.6525 and a P Value of 0.0000. Based on statistical rules, since the P Value (0.0000) is less than 0.05, it can be concluded that this hypothesis is accepted, meaning that Entrepreneurial Orientation has a significant effect on Business Performance.
 5. The Influence of Entrepreneurial Orientation on Entrepreneurial Competence. The research results were obtained. The T Statistic value is 8.0402 and the P Value is 0.0000. Based on statistical provisions, since the P Value (0.0000) is less than 0.05, it can be concluded that this hypothesis is accepted, which means that Entrepreneurial Orientation has a significant effect on Entrepreneurial Competence.

Results of Hypothesis Testing Analysis of Indirect Effects The results of the study on the indirect effects of entrepreneurial orientation and the marketing capacity of tourist villages on business performance through entrepreneurial competence can be seen in Table 2

Table 2 Research Results of Indirect Effects

Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Tourism village marketing capacity -> Entrepreneurial competence -> Business performance	0,0959	0,1035	0,0436	2,1984	0,0143
Entrepreneurship Orientation -> Entrepreneurial Competence -> Business Performance	0,1180	0,1179	0,0379	3,1139	0,0010

Source: Processed data, 2025

The results of the study on the indirect influence of exogenous variables on endogenous variables through entrepreneurial competence as an intervening variable can be seen in the following explanations:

1. The influence of village tourism marketing capacity through entrepreneurial competence as an intervening variable on business performance has a T-statistic value of 2.198 and a P-value of 0.014, which is less than 0.05. The results indicate that village tourism marketing capacity has a positive and significant effect on improving business

performance mediated by entrepreneurial competence. This shows that entrepreneurial competence can serve as a mediator in enhancing the impact of village tourism marketing capacity on business performance.

2. The influence of entrepreneurial orientation through entrepreneurial competence as an intervening variable on business performance has a T-statistic value of 3.113 and a P-value of 0.000, which is less than 0.05. The results indicate that entrepreneurial orientation has a positive and significant effect on improving business performance mediated by entrepreneurial competence. This shows that entrepreneurial competence can serve as a mediator in enhancing the impact of entrepreneurial orientation on business performance.

Discussion

The Influence of Entrepreneurial Orientation on Business Performance

The research results indicate that entrepreneurial orientation has a positive and significant effect on business performance. This finding is consistent with previous research. Tirtayasa (2022) found that entrepreneurial orientation has a positive and significant effect on SME performance. Astuti et al. (2021) also used similar variables. Tirtayasa (2022) also found that entrepreneurial orientation positively and significantly affects business performance. Furthermore, Dahana et al. (2021) found that entrepreneurial orientation directly has a positive impact on marketing performance. Meanwhile, research by Utami et al. (2023) contradicts previous studies, showing that entrepreneurial orientation does not have a significant effect on business performance.

The influence of entrepreneurial orientation on entrepreneurial competence

The research results indicate that entrepreneurial orientation has a positive and significant effect on Entrepreneurial Competence. This shows that entrepreneurial orientation clearly influences the enhancement of entrepreneurial competence. These research findings are in line with previous studies by Al Mamun & Fazal (2018), which show that entrepreneurial orientation, consisting of creativity and innovativeness, risk-taking propensity, proactiveness, and autonomy, has a significant impact on entrepreneurial competence. Khan et al., (2021) found that entrepreneurial orientation, consisting of the dimensions of creativity and innovativeness, risk-taking propensity, proactiveness, and autonomy, significantly affects entrepreneurial competence.

The influence of village tourism marketing capacity on business performance

The research results show that the marketing capacity of tourist villages has a positive and significant effect on business performance. The results are in line with previous studies, namely Setyawati et al., (2024), which showed that the environment has a significant effect on business performance. Singh (2024) showed that innovation capability has a significant effect on business performance. However, this study is not in line with previous research by Amrullah et al., (2023), which showed that tourism village capability does not have a significant effect on management performance, while competitive advantage has a significant effect on management performance.

The Influence of Village Tourism Marketing Capacity on Business Performance

The research results show that the capacity of Village Tourism Marketing has a positive and significant effect on Business Performance. The study by Radzi et al., (2017) explains that having good entrepreneurial competence in managing a business is one of the important factors influencing the success of the business. Therefore, an entrepreneur should pay attention to

many aspects of managing the company to achieve goals and success in the business that has been run.

The Influence of Entrepreneurial Competence on Business Performance

The research results indicate that entrepreneurial competence has a positive and significant effect on business performance. This shows that entrepreneurial competence can indeed enhance business performance in the villages around Lake Toba. This research aligns with previous studies by Suhaimi et al., (2016), which concluded that entrepreneurial competence has a positive relationship with entrepreneurial performance. A similar study conducted by Khan et al., (2020) found a positive relationship between entrepreneurial competence and SME performance.

The influence of entrepreneurial orientation on homestay business performance through entrepreneurial competence

The research results show that entrepreneurial competence has a positive and significant effect on business performance. This indicates that entrepreneurial competence can clearly enhance business performance around the Lake Toba tourist village. These findings are consistent with previous research by Liekyhung and Soelaiman (2022), which showed that proactiveness affects entrepreneurial competence and entrepreneurial competence affects business performance, while innovation, risk-taking, and autonomy do not affect entrepreneurial competence. Entrepreneurial competence does not mediate the relationship between innovation, risk-taking, proactiveness, and autonomy with business performance. Meanwhile, the study by Khan et al. (2021) found that entrepreneurial orientation, consisting of the dimensions of Creativity and Innovativeness, Risk-Taking Propensity, Proactiveness, and Autonomy, significantly affects enterprise performance through entrepreneurial competence.

The Influence of Village Tourism Marketing Capacity on Homestay Business Performance through Entrepreneurial Competence

The research results indicate that the marketing capacity of tourist villages has a positive and significant effect on improving business performance, mediated by entrepreneurial competence. This shows that entrepreneurial competence can serve as a mediator in enhancing the influence of tourist village marketing capacity on business performance. The study by Radzi et al. (2017) explains that good entrepreneurial competence in managing a business is one of the important factors that significantly influence the success of the business.

5. Conclusions

1. Entrepreneurial orientation has a positive and significant effect on business performance. This indicates that entrepreneurial orientation clearly influences the business performance of homestays around the Lake Toba Tourism Village.
2. Entrepreneurial orientation has a positive and significant effect on entrepreneurial competence. This shows that entrepreneurial orientation clearly contributes to improving entrepreneurial competence.
3. The marketing capacity of the tourism village has a positive and significant effect on business performance. This indicates that the marketing capacity of the tourism village can clearly enhance the business performance of homestays around the Lake Toba Tourism Village. The marketing capacity of the tourism village has a positive and significant effect

on entrepreneurial competence. This indicates that the marketing capacity of the tourism village.

4. Entrepreneurial orientation has a positive and significant effect on business performance. This indicates that entrepreneurial orientation clearly influences the business performance of homestays around the Lake Toba Tourism Village.
5. Entrepreneurial orientation has a positive and significant effect on entrepreneurial competence. This shows that entrepreneurial orientation clearly contributes to improving entrepreneurial competence.
6. The marketing capacity of the tourism village has a positive and significant effect on business performance. This indicates that the marketing capacity of the tourism village can clearly enhance the business performance of homestays around the Lake Toba Tourism Village.
7. The marketing capacity of the tourism village has a positive and significant effect on entrepreneurial competence. This indicates that the marketing capacity of the tourism village

Suggestion

1. It is recommended for homestay owners to enhance the marketing capacity of the tourist village by participating in events, getting involved in developing the tourist village to make it more attractive, and always actively using communication to introduce and provide accurate information to visitors.
2. It is recommended that homestay owners improve their entrepreneurial orientation through ideas or concepts that can convince visitors to come to the Danau Toba tourist village, and then collaborate with government or private institutions to further improve the tourist village area.
3. It is recommended that homestay owners increase their competence in boosting visitor numbers, have the ability to manage their business better, and be capable of competing in challenging economic conditions.
4. For future researchers, it is suggested to add other variables that can have a positive impact on business performance and to use methods that are relevant by adjusting research methods according to the theme being studied.

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