

The Influence of Entrepreneur's Personal Characteristics on SMES Performance Mediated by Entrepreneurial Orientation

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Abstract--The purpose of this study was to determine the effect of entrepreneur's personal characteristics (need for achievement, need for cognition and internal locus of control) on the business performance of batik SMEs mediated by entrepreneurial orientation at batik SMEs in Semarang. The questionnaire was prepared using a 5 point Likert Scale. The number of samples that were collected from 100 SMEs batik owners/managers. The analytical tool used is Path Analysis and testing the effect of mediation using the Sobel test. From the results of the analysis show that the variable need for achievement, need for cognition and internal locus of control have positive and significant effect on the entrepreneurial orientation variable. The variable need for achievement, need for cognition and entrepreneurial orientation has a positive and significant effect on the performance of batik SMEs. The internal locus of control variable does not have a significant effect on business performance. Entrepreneurial orientation variable is able to mediate the relationship between personal characteristics of entrepreneurs with the business performance of batik SMEs.

Keywords--entrepreneur's personal characteristics, need for achievement, need for cognition, internal locus of control, entrepreneurial orientation, business performance of batik SMEs.

I. INTRODUCTION

Micro, Small and Medium Enterprises (MSMEs) have a strategic role in national economic development, because besides having a role in economic growth and employment, it also plays a role in the distribution of development results. In the economic crisis that occurred in our country since a few years ago, where many large-scale businesses have stagnated and even stopped their activities, the Micro, Small and Medium Enterprises (MSME) sector proved to be more resilient in dealing with the crisis. But there are also weaknesses of MSMEs in accessing information thought to be directly related to the condition of internal factors (Amalia et al., 2012)

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MSMEs that are overshadowed by MSMEs that actually have a large market share in the international world, are not yet widely known by consumers. Batik is a great cultural heritage of the Indonesian people. Almost every region in Indonesia has its own batik art and motifs. Semarang is no exception that has the characteristic of Semarangan batik. The problem faced by Semarangan Batik UKM is the existence of Semarangan batik which is less known by the wider community due to constraints on marketing and limited human resources. The problems that are being faced by SMEs in the small craft industry, especially Semarangan Batik UKM, are the marketing problems of Semarangan Batik that are not very popular with the public and are not aware of the existence of Semarangan Batik and the problem of limited human resources that causes Batik Semarangan has not developed properly. In fact, batik is a cultural heritage of the nation of Indonesia which is the great.

Almost every region in Indonesia has its own batik art and motifs, including the city of Semarang which has the characteristics of Semarangan Batik (such as flora fauna, typical food of the city of Semarang, buildings in the old town, lawang sewu, young monument, tamarind charcoal and modification of bird and fish), (Anisyah & Atmanti, n.d.). Problems faced by small entrepreneurs can be overcome if there is a balance between internal and external repair efforts (Lubis & Rachmina, 2011). The external side is by increasing the quality of human resources (especially entrepreneurs), so entrepreneurs are able to improve business management. The most important external side is the need to create a healthy business climate, the implementation of balanced and mutually beneficial partnerships, the flow of information evenly and continuously, as well as the increasing role of supporting institutions, whether associations, governments, or other institutions

Every business strives to achieve high performance. Without this superior business performance, a company cannot be guaranteed its sustainability. Therefore, it is very important to investigate the influence of the factors that contribute to the success of a company. An entrepreneur is someone who builds a business, who does creative things and makes the impossible possible. (Carland et al., 1984) state that it is very difficult for researchers to explain the difference between an entrepreneur and a small / SME business owner. According to them, SME researchers usually explore business experiences that are routinely carried out in running an SME. On the other hand, entrepreneurial researchers focus more on innovative efforts that are individualized as is done in the process of starting a business (start-up process). Because the goals of an SME owner and an entrepreneur are different. For example, a SME owner is very concerned about the sustainability of the business to get income (income) for the business he has done. While an entrepreneur focuses on the growth and success of a business through innovative and creative actions; thus, entrepreneurship (entrepreneurship) is applied to expand business areas such as the creation of profitable new businesses, businesses that have high growth and corporate businesses. Meanwhile, SMEs only focus on the existence of these SMEs. Many previous studies have examined various factors that contribute to superior business performance. Some researchers have paid attention to the importance of external factors such as government policies; on the other hand, some researchers have revealed the importance of internal factors such as entrepreneur attributes. However, entrepreneurs play a very important role for the success of the business. Thus, the influence of demographic and personal characteristics is important for the achievement of the company's superior performance.

Several studies have investigated the effect of entrepreneurial characteristics on business performance by using a personality trait approach (Rauch & Frese, 2009; and (Isaga, 2018) or more emphasis on the demographic characteristics of entrepreneurs (Ozyilmaz, 2011; Uddin et al., 2016) company's superior performance depends on the availability of available resources. Both tangible and intangible resources contribute to the success of the company. According to the resource-based view (RBV), unique, scarce, easily imitated and valuable resources are a competitive advantage of companies (Priem & Butler, 2001). This research is based on RBV theory, which can be explained that the characteristics possessed by entrepreneurs are valuable, unique and scarce resources owned by companies that contribute to sustainable competitive advantage and superior performance.

Because not all entrepreneurs have essential characteristics like this, these characteristics are important factors for a company's success. Therefore, in this study limited to the demographic characteristics of entrepreneurs consisting of age and gender as well as the personal characteristics of entrepreneurs associated with the need for achievement, the need for cognition and internal locus of control. This study will also examine the role of the entrepreneurial orientation variable as an mediating variable in the relationship between the independent variable and the dependent variable.

II. LITERATURE REVIEW

2.1 Theory of Planned Behavior (TPB)

TPB is a development of Theory of Reasoned Action (TRA), where in TRA it is explained that a person's intention towards behavior is formed by two main factors namely attitude toward the behavior and subjective norms (Ajzen, 2011) while in TPB one more factor is added that is perceived behavioral control. TPB is very suitable to be used to explain various behaviors in entrepreneurship. This is consistent with Ajzen's statement that TPB is suitable to explain any behavior which requires planning, such as entrepreneurship (TPB is suitable for explaining any behavior that requires planning, such as entrepreneurship). Various results of previous studies indicate that the theory of planned behavior from Ajzen can be used to show the intentions of entrepreneurship very well. Research conducted by Liñán, (2008) shows that the existence of entrepreneurial intentions is an indication of how much effort a person will make to present his entrepreneurial behavior. Based on the planned behavior theory, Prabandari & Sholihah, (2015) and Malebana (2014) explains that entrepreneurial intentions are influenced by three motivational factors that will influence the emergence of behavior, namely attitudes toward entrepreneurship, perceived behavioral control and subjective norms.

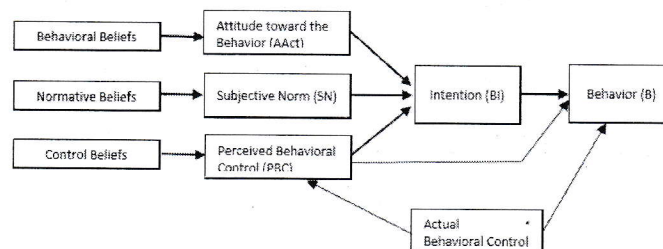


Figure 1. Theory of Planned Behaviour ((Ajzen, 2011)

2.2 Entrepreneurial and Managerial Characteristics

Several studies have been carried out trying to identify the main characteristics of entrepreneurs who launch a new business (Zhao et al., 2010; Di Zhang & Bruning, 2011; Mazzarol et al., 2009) revealed that the personal vision of managers/business owners correlated with high levels of sales. Cognitive abilities of managers give a big role to their performance and behavior (Panagiotou, 2006). Managers will be more innovative, effective and efficient if they have a good internal locus of control (Sirén et al., 2018).

Several previous studies have found that, crucial factors for the success of entrepreneurs are the locus of control and achievement motivation (Karabulut, 2016). There should be an investigation of personal characteristics, to be able to clearly describe entrepreneurial behavior (Dobbs & Hamilton, 2007; Macpherson & Holt, 2007; Gancarczyk & Zabala-Iturriagoitia, 2015). The scope of this study is limited to three personal characteristics of entrepreneurs, namely need for achievement, need for cognition and internal locus of control

2.2.1 Need for Achievement

This construct has long been used in the field of psychology, originating from McClelland (1961 in Jeffrey G. Covin, 2018) and relating to the behavior of entrepreneurs. People with the need for achievement are those who want to achieve high achievements and have a strong desire to succeed, establishing a standard challenge for themselves. People like this always try to achieve the best results and try to improve their actions for extraordinary results. For example, almost all studies have shown that this construct is a major entrepreneurial attribute, which gives the meaning that entrepreneurs always have a higher need to achieve set standards than non-entrepreneurs (Begley & Boyd, 1987 in Sutanto & Oetomo, 2016; Hornaday & Aboud, 2008). This can be learned, but personal characteristics are stable individually, to achieve satisfaction in achieving higher achievement (Kerr et al., 2018). There is a positive relationship between the need for achievement and entrepreneurial orientation ((Miller & Toulouse, 1986; Casillas & Moreno, 2010).

Casillas & Moreno, (2010) further argues that if managers and entrepreneurs who have a high need for achievement then they have a better entrepreneurial orientation and better corporate performance. In Di Zhang & Bruning (2011) states that entrepreneurial orientation has a direct relationship with the need for achievement and an indirect effect on company performance. They find that entrepreneurs who have a higher need for achievement are more able to adopt an entrepreneurial orientation so that they are better able to direct company activities so they can achieve higher performance.

The need for achievement entrepreneurs have a positive correlation with company growth (Begley & Boyd, 1987; Don Y. & Erick W., 2001; Sibin et al., 2007; Velaitham, 2018). Similarly, a study conducted by Machmud and Sidharta (2016) has revealed that the need for achievement of entrepreneurs / managers has a positive relationship with the performance of SMEs. (Ernst & Kisker, 2016) states that the level of motivation for achievement has a significant effect on company performance in the form of growth in the number of employees, sales growth and net profit.

2.2.2 Need for Cognition

The need for cognition is "a need to structure situations relating to integrated ways and to improve the decision making process" (Cacioppo & Petty, 1982). Individuals with this attribute have more willingness to solve complex problems, they look for complete and appropriate information through cognitive efforts. Previous studies have shown that people with high cognitive demands have better logical reasoning skills and performance; they are also more effective in processing information to solve problems (Cacioppo et al., 1996).

The root of the need for cognition comes from the field of psychology. But there is a broader scope of research, in the field of marketing, which provides the main focus on consumption and advertising behavior. Areni et al. (2000) and Rosenberg (2011) found that people who had a higher level of need for cognition focused more on logical evaluation of arguments that were relevant to the topic being discussed. On the other hand, people with low cognitive must decide specific questions based on emotional basis related to the information received. Individual needs for cognition means there is a tendency to engage and enjoy thinking (Cacioppo & Petty, 1982). This type of person generally has a more positive attitude in complex and uncertain situations that require a lot of thought (Cacioppo et al., 1996). Murali et al. (2005) and Fortier & Burkell (2014) state that people who have a very high proportion of the need for cognition are those who prefer to search for more information.

Di Zhang & Bruning (2011), it has been tested that one cannot thoroughly observe the need for cognition in the area of entrepreneurship and strategic management. However, managers and entrepreneurs can make strategic business decisions (Levin et al. (2000); Forouharfar et al. (2014). Based on this, why Di Zhang & Bruning (2011) assumes that entrepreneurs with a high need for cognition, put more emphasis on logical arguments and are more likely to make strategic business decisions. Such as setting a target market that will trigger entrepreneurs to create broader market intelligence. This needs to analyze the level of cognitive ability and react with market intelligence in various situations.

2.2.3 Internal Locus of Control

Locus of control which is an individual's control over their work and their belief in self-success. This locus of control is divided into two, namely internal locus of control that characterizes a person having the belief that they are responsible for their work behavior in the organization. An external locus of control that characterizes individuals who believe that their work behavior and the success of their tasks are more due to factors outside themselves, namely the organization (Rotter, 1966; Ng et al., 2006).

From the perspective of the entrepreneur, the internal locus of control means that the businesses they operate operate in an uncertain and competitive environment. According to Di Zhang & Bruning (2011), entrepreneurs with an internal locus of control believe that the success or failure of a company is the result of the actions they take. While entrepreneurs with external locus of control, assume that the success or failure of a company is the result of the influence of the external environment. With this locus of control, individuals are expected to be able to pay attention that they have the ability to control or influence events in their lives. Individuals with internal locus of control believe that they have an influence on the outcome of events that occur through the influence of their behavior, whereas

individuals with external locus of control believe that external forces influence the outcome of events that occur (Hutahayan, 2019; Don Y. & Erick W., 2001).

Entrepreneurs with a locus of control feel that they will be able to take responsibility for the actions they take for the success of their business. So they try to do their best to build their business and meet the requirements/demands of the customers. A company's market orientation culture is needed to meet the needs and desires of their customers. In a market orientation the customers are considered as the locus of control. Through innovative and creative ideas from entrepreneurs, they build a competitive corporate culture that positively influences company performance. Previous studies have shown that risk-taking behavior of entrepreneurs with an internal locus of control on corporate performance (Boone et al., 1996).

Locus of control is a situation where individuals can control their environment (Rotter, 1966). Individuals with an internal locus of control believe that the end of their lives can be determined by their own behavior or property. Compared with people with low locus of control, individuals with high locus of control are more looking to get valuable results, because they believe they can control the results. Thus, seriousness and hard work lead to superior performance ((Markman & Baron, 2003); (Santos et al., 2013; Bulmash, 2016; Demirtas & Karaca, 2017). Several empirical studies have found a correlation between locus of control and results. For example, Sagone & Caroli (2014) found a positive correlation between this character and academic success.

Studies conducted by Judge et al. (1999) also found a positive correlation between the internal locus of control and the management of organizational change. The internal locus of control has a relationship with professional motivation, job performance and career success (Judge & Bono, 2001). Meanwhile according to Poon et al. (2006), personal traits have a relationship with company performance. A study by Don Y. & Erick W. (2001) of Chinese entrepreneurs in Singapore showed a positive relationship between personal nature and company growth. Likewise Miller & Toulouse (1986) say that product innovation is the result of people who have a good internal locus of control. These people have a broader vision for their future and they can meet the specific needs of the company and lead to successful innovation. This relationship is more evident in an uncertain economic environment in the context of SMEs. Several studies have concluded that there is a positive relationship between the locus of control and entrepreneurial orientation (Zgheib & Kowatly, 2011; Soininen et al. (2013).

2.3 Entrepreneurial Orientation

Entrepreneurial orientation describes the process of developing strategies in organizations as a basis for decision making and actions taken by entrepreneurs (Wiklund & Shepherd, 2005; Lumpkin & Dess, 1996). The roots of entrepreneurial orientation come from the literature on the process of determining strategy (Mintzberg et al., 1976). In formulating a strategy requires many aspects such as planning, decision making, analysis, and many aspects of the value system, culture and organization (Hart & Hart, 2014). Mintzberg et al. (1976) emphasize that the development of effective strategies is the result of strategic resources and the personal actions of entrepreneurs. Therefore, (Rauch & Frese, 2009b), looked at entrepreneurial orientation related to policies and practices that are the basis for decision making and actions of entrepreneurs.

In this study, entrepreneurial orientation is seen as thinking, attitude or strategic orientation of small and medium-sized companies. Entrepreneurial activities and behaviors are shown to improve economic well-being and meet employment needs. According to J. Wiklund (1999 p. 37), Johan Wiklund & Shepherd (2005) "at this time entrepreneurship is a very popular term and there is a tendency to regard entrepreneurship as something inherently good, something that companies should always look for". Several studies that have been conducted previously use the concept of entrepreneurial strategic orientation to cover entrepreneurial activities at the company level (Jeffrey G. Covin, 2018; Zahra & Covin (1995). According to Miller (1983) entrepreneurship should be handled as a multidimensional concept consisting of corporate actions relating to innovativeness, risk taking and proactiveness. He said that, "an entrepreneurial company is a party that is bound to market and product innovations, carries out risky business activities, and is the first to be present with" proactive "innovations, and beats competitors." Many experts have measured entrepreneurial orientation by measuring company trends based on these three dimensions (Walter et al., 2006; Wiklund & Shepherd, 2005; Gorostiaga et al., 2019).

Previous studies have used entrepreneurial orientation at the process level, decision-making style or strategic orientation of small and medium-sized companies that are entrepreneur-oriented ((Johan Wiklund, 1998; Wiklund & Shepherd, 2005). The strategy set by small and medium-sized companies should affect the company's performance. Many studies conducted show a strong relationship between entrepreneurial orientation and performance (Zahra & Covin, 1995; Jeffrey G. Covin, 2018). Furthermore, the relationship between entrepreneurial orientation and performance becomes a specific context and is influenced by the external environment (Lumpkin & Dess, 1996). A study conducted by Madsen (2007), which observes entrepreneurial orientation in small and medium-sized Norwegian companies, shows that increasing entrepreneurial orientation will improve the company's growth and financial performance. This finding is correlated with a study conducted by Johan Wiklund (1998), which investigated Swedish small and medium-sized companies. He concluded that investment in entrepreneurial orientation should not be carried out for the purpose of achieving "rapid improvement", because it would provide unfavorable benefits. When studying company capabilities and performance, entrepreneurial orientation will affect the relationship between the two (Johan Wiklund & Shepherd, 2005). According to Madsen (2007), small and medium-sized companies have a better ability to exploit their resources by using entrepreneurial activities. Thus, in studies investigating the role of capabilities for the competitiveness of small and medium-sized companies, entrepreneurial orientation is assumed to play an integral role.

2.4 SMEs Performance

The success of small and medium-sized companies can be measured through improving business performance. According to Cooper (1995), performance measurement of small and medium-sized companies has not been well defined, so that in some studies that have been done many use aspects of measurement that are not important. Some even measure performance based solely on the company's financial gain (eg Zahra & Covin, 1995). Therefore, in subsequent studies conceptualizing performance as a multidimensional construct (Wiklund, 1998; Walter et al., 2006). Lumpkin and Dess (1996, p.153) said, "entrepreneurial actions or processes can provide results (outcomes)

that vary in each dimension". Thus, a multidimensional approach to measuring performance is considered appropriate for this study.

In this study, company performance is seen from three dimensions. First, growth - and is linked to finance, which can be linked to "past" company performance. According to J. Wiklund (1999) measuring performance using growth is quite widely used in previous studies. Aspects of growth are considered more precise and easier to access (Brown, 1996). For example, sales growth and market growth are traditionally used to measure performance. The financial aspects can be investigated by reviewing the company's profits or sales from previous years. The second dimension, observing aspects of the company's current performance events. This relates to non-financial aspects, which are still vital for the company, for example aspects of customer performance. Having a satisfied and loyal customer base is important for companies to remain competitive. Finally, the third dimension is seen as an indicator of future-oriented company performance, for example aspects of corporate innovation. Because almost all small and medium-sized companies operate in a turbulent environment, acting innovative will lead to competitive advantage. Innovation indicators involve questions relating to the company's ability to develop new products, processes or services.

III. HYPOTHESIS DEVELOPMENT

3.1 Influence of Need for Achievement on Entrepreneurial Orientation

Several studies on the relationship between the need for achievement and entrepreneurial orientation have been carried out by Miller & Toulouse (1986); Lumpkin & Dess (1996); Okhomina (2010); Zeffane (2013); Vantilborgh et al. (2015); and Farrukh et al. (2018) found that the need for achievement had a positive influence on entrepreneurial orientation. Furthermore Lumpkin & Dess (1996), Raheem Bux & Honglin (2015), Karimi et al. (2017) and Sabiu (2017, p.9) argue that managers and entrepreneurs with high need for achievement are more entrepreneurial oriented, which leads to superior company performance. Thus the following hypotheses can be arranged:

H₁: Need for achievement has a positive influence on entrepreneurial orientation.

3.2 Influence of Need for Cognition on Entrepreneurial Orientation

According to Cacioppo et al., (1996) and Di Zhang & Bruning (2011) the need for cognition tends to lead to individual involvement and enjoy the process of thinking about something. Individuals who have high cognitive needs tend to be more positive towards complex stimuli that require thinking. Need for cognition is a cognitive factor that can motivate entrepreneurs to actively maintain their personal initiative training (Mensmann & Frese, 2019). Personal initiative training is a promising way to enhance entrepreneurial personal initiative, which is the main behavior for entrepreneurial success. People who have a high need for cognition show innovative behavior for pleasure reasons (Wu et al., 2014) and are also more experienced in solving complex problems (Cacioppo et al., 1996). Innovative behavior has been shown to be highly related to proactive behavior (Parker & Collins, 2010). Based on the description, the following hypotheses can be proposed:

H₂: Need for cognition has a positive influence on entrepreneurial orientation.

3.3 Influence of Internal Locus of Control on Entrepreneurial Orientation

Regarding the influence of locus of control on entrepreneurship, Robert (1991) in Hsiao et al., (2015) states that people with internal locus of control are people who are proactive and able to think rationally and develop innovative and creative ideas to facilitate future development ahead and enhance entrepreneurship. Brandstätter (2011) states that locus of control is a key factor influencing entrepreneurship, and that internal locus of control influences entrepreneurship development. (Sirén et al., 2018). Elfring and Hulsink (2003) assert that people with internal locus of control can more effectively develop entrepreneurial processes because they are very capable of recognizing, developing and assessing external opportunities and are more emotionally stable and reliable compared to people with external locus of control.

Tsai & Hsieh (2015) assert that people with internal locus of control usually believe that they can control their destiny and that success depends on the amount of personal effort. Thus, people with internal locus of control strive to develop and improve their competencies and actively solve problems, thereby demonstrating a high level of entrepreneurship. According to the statement above, we propose the following hypothesis:

H₃: Internal locus of control has a positive influence on entrepreneurial orientation.

3.4 Influence of Need for Achievement on SMEs Performance

According to Riani (2016) and Litunen in Samydevan et al. (2015) someone who has a strong need to reach among those who want to solve their own problems, set goals and strive to achieve these targets through their own efforts, showing higher performance in tasks challenging and innovative task in finding meaning in new and better ways to improve their performance. The need for achievement influences the success of female entrepreneurs significantly and positively. This means that the more fulfilled the need for achievement the higher the level of success (Juniarto & Aminah, 2013). Based on the explanation above, the hypothesis proposed is the following:

H₄: Need for achievement has a positive influence on SMEs performance.

3.5 Influence of Need for Cognition on SMEs Performance

Researchers in competitive strategies emphasize the importance of cognition, for example Porter (1980, p. 72 in (Salavou, 2015)) states that organizations need "some intelligence systems for competitors" to analyze the competitive environment successfully. Likewise, many empirical studies state that in competitive decision making, cognition is needed. As stated by Clark & Montgomery (1999) that managers use the categorization process in identifying competitors.

Furthermore, competitors will certainly not be willing to share information about the actions that they have or will take and the reasons behind them (Homburg et al. (2007); Krush et al. (2014). This makes reliable information related to competitors difficult to obtain (Montgomery et al. 2005; Kaleka & Morgan, 2019), makes the mechanism of information acquisition through standard systems and procedures and encourages the use of cognition. In addition, uncertainty about competitors' actions makes it difficult to predict and overcome, so companies will depend on vague

and complex signals (Kilduff et al., 2010; Tyler & Cobbs, 2015). The higher uncertainty faced is related to competitors' actions, the more aggressive the company is in obtaining information and processing it (Chen et al., 2007; Caputo et al., 2018). Based on the explanation above, the hypothesis proposed is the following:

H5: Need for cognition has a positive influence on SMEs performance.

3.6 Influence of Internal Locus of Control on SMEs Performance

Patten (2005) and ÖZEN KUTANİS et al. (2011) states that locus of control has a significant effect on the achievement of a performance in the organization. The results of his research revealed that individuals with internal locus of control perform better than individuals with external locus of control. Several empirical studies have proven that locus of control is a determinant of a person's performance and organizational performance (Heywood et al., 2017; Rum, 2013; Syahputra, 2014). Individuals with internal locus of control will work to obtain rewards by showing efforts to achieve these rewards. These efforts are usually associated with learning and information seeking to support the achievement of these rewards which will also have an impact on organizational performance. As a study conducted by Sudarsono & Irawati, (2003) which states that the internal locus of control of MSME entrepreneurs in Sampang Madura Regency has a positive and significant impact on MSME work performance. While Riani (2016) states that internal locus of control has a positive influence on the performance of SMEs in Surakarta. Based on the description above, the hypothesis proposed is as follows:

H6: Internal locus of control has a positive influence on SMEs performance

3.7 Influence of Entrepreneurial Orientation on SMEs Performance

Shehu & Mahmood (2014) state that entrepreneurial orientation and the business environment are factors that influence business performance. According to H.M.A. & Mahmood (2013) through entrepreneurial orientation the leadership will be able to bring the company to achieve better performance. These results are also in line with research by Palalic & Busatlic (2015). Entrepreneurial orientation has a positive effect on business performance ((Fairoz et al., 2010; Tang & Tang, 2012; Kreiser & Davis, 2010; Lechner & Gudmundsson, 2014; H.M.A. & Mahmood, 2013; Rezaei & Ortt, 2018). The higher the entrepreneurial orientation the higher the market orientation which will ultimately improve the performance of the organization (Felgueira & Rodrigues (2012); Octavia et al. (2017). The results of multiple regression analysis show that entrepreneurial orientation has a significant influence on the performance of companies in small and medium enterprises in Manado. These results mean the better the entrepreneurial orientation owned by SMEs in Manado, the achievement of company performance will also be better ((Mohammad et al., 2019). Researchers who focus on entrepreneurial orientation agree that entrepreneurial attitudes must tend towards being innovative, proactive and risk-taking. Referring to the description above, the fourth hypothesis proposed in this study is:

H7: Entrepreneurial orientation has a positive influence on SMEs performance.

3.8 Influence of Need for Achievement, Need for Cognition and Internal Locus of Control on SMEs Performance that Mediated by Entrepreneurial Orientation.

Entrepreneurial orientation is very important in strengthening the success of strategies for smooth business through an effective decision making process (Jiang et al., 2016; Hutahayan, 2019). Entrepreneurial orientation is a mediator in the relationship between entrepreneurial characteristics (the entrepreneur's characteristics) and company performance. Without an entrepreneurial orientation, entrepreneurs cannot develop vision, goals and strategies that are right for the success and smoothness of the company ((Bhuian et al., 2012; Bolton & Lane, 2012). Thus, weaknesses in vision and strategy weaknesses can result business failure (Sajilan et al., 2015). Therefore, the contribution of entrepreneurial orientation to company success cannot be ignored. Based on the description above, the hypotheses that can be submitted are as follows:

H8a: Need for achievement has a positive influence on SMEs performance mediated by entrepreneurial orientation.

H8b: Need for cognition has a positive influence on SMEs performance mediated by entrepreneurial orientation

H8c: Internal locus of control has a positive influence on SMEs performance mediated by entrepreneurial orientation

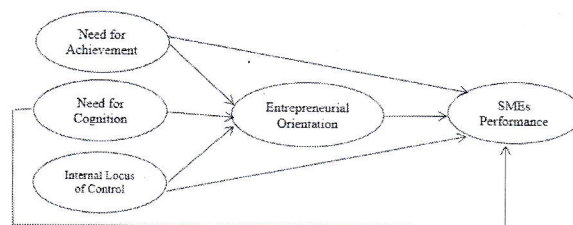


Figure 2. Research model (Source: developed for this study 2019)

IV. RESEARCH METHOD

The population in this study were all Batik SMEs in the city of Semarang. The population in this study is unknown. According to Riduwan & Akdon (2005), the formula in calculating samples in unknown populations is as follows:

$$n = \left(\frac{Z_{\alpha/2} \sigma}{e} \right)^2 = \left(\frac{(1,96) \cdot (0,25)}{0,05} \right)^2 = 96,04$$

That way the researcher believes with a confidence level of 95% that a random sample size of $96.04 \approx 97$ will give an estimate difference of \bar{x} with μ less than 0.05. So, the sample taken was 100 people. The technique used in sampling is proportionate stratified random sampling and snowball sampling.

Research data using primary data with data collection methods using questionnaire distribution media. The questions in the questionnaire use an interval scale in the form of a Likert scale that produces answers that agree strongly to answers strongly disagree with the range of values 1 - 5 (Sugiyono, 2018). The analysis technique used in this study is path analysis, to estimate quantitatively the direct or indirect influence of several independent variables

on the dependent variable. Meanwhile, to test the indirect effect of the dependent variable using path analysis and Sobel test.

4.1. Variables Measurement

Table 1. Variables measurement

No	Conceptual Definition	Operational Definition
1	The need for achievement is a mental condition that drives a person to achieve his achievements and strive to succeed (Fadholi, Muhammad Reza, 2013).	Doing pretty difficult tasks very well Try hard to improve work performance Dare to take risks (moderate) and think hard to always be able to work well Look for additional responsibilities in assigned tasks Try to do something better than what colleagues or colleagues do (Juniarto & Aminah, 2013)
2	Need for cognition is need for awareness / knowledge that refers to a person's tendency to get involved and enjoy the business (Cacioppo <i>et al.</i> , 1984; Di Zhang dan Brunning, 2011)	The level of interest and sincerity in stimulating a thought The level of interest in complex problems The level of sincerity or commitment in thinking Level of desire to understand. (Haryono dan Muliatie, 2017).
3	Internal locus of control defined as a person's perception of the source of his destiny (Robbins, 2003 dalam (Putra & Subarjo, 2015).	Everything that an individual achieves as a result of his own efforts Being a leader because of his own ability Individual success due to hard work Everything that individuals get is not due to luck The ability of individuals to determine events in life The life of an individual is determined by his actions Failures experienced by individuals due to their own actions Individuals are fully responsible for every decision they make

		(Rotter, 1996 dalam Putra dan Subarjo, 2015)
4	<p>Entrepreneurial Orientation</p> <ul style="list-style-type: none"> • Risk taking : is a 'sense' of uncertainty ... the possibility of negative or detrimental output a high enough influence on the management and commitment of resources (Lumpkin & Dess, 1996 : 146). There are three types of <i>risk taking</i>, yaitu (1) <i>business risk-taking</i>, (2) <i>financial risk-taking</i>, dan (3) <i>personal risk-taking</i> (Lumpkin & Dess, 2005). 	<p>our company tends to face many project risks. there is an influence of the company's environment for the achievement of company goals There are actions taken to deal with unfavorable decision-making situations (Rauch et al, 2009).</p>
	<ul style="list-style-type: none"> • Innovativeness is the tendency of an effort to engage and support new ideas, something new / novelty, experiments, and creative processes that can produce new products and services and technological processes (Lumpkin & Dess, 1996 : 142; Wiklund, 2005 : 82). 	<p>We put more emphasis on marketing the products that exist today We always have several types of new products and services offered We make radical changes in products and services (Soininen, 2015)</p>
	<ul style="list-style-type: none"> • Proactiveness is taking initiatives through anticipation and search for new opportunities and involvement in finding new markets. (Lumpkin & Dess, 1996 : 148, Lumpkin & Dess, 2005). 	<p>We always take the initiative to make changes We introduce new products or services, administrative systems, production methods, etc. Routinely do collaboration (Haryono dan Muliatie, 2017).</p>

5	Business Performance is the result that has been achieved from what has been done, done by managers / business owners in carrying out work or tasks that are charged by the organization (Wiklund & Shepherd, 2003)	Financial performance (Birley & Westhead, 1990): We always try to increase the level of sales growth We always try to increase the return on asset (ROA) We always try to improve business profitability Nonfinancial performance (Wiklund & Shepherd (2003) and Prieto & Revilla (2006)): We prioritize service to improve customer satisfaction We always try to increase the number of customer growth We strive to maintain and improve the quality of products and services
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Source: from any other journals for this studi, 2019

V. RESULT

5.1. Responden Description

The results of a descriptive analysis of batik SMEs responden at Semarang are as follows:

Table 2. Demographics of responden

No	Descriptions	Amount	No	Descriptions	Amount
1	Gender		4	Business life	
	Male	36		2 s/d 5 years	26
	Female	64		5 s/d 10 years	33
2	Age		5	>10 years	41
	31-35 years	14		Business Omzet	
	36-40 years	21		10-20 millions	19
	41-45 years	28		21-25 millions	13
	46-50 years	19		26-30 millions	7
	51-60 years	18		31-40 millions	3
3	Education			41-50 millions	26
	High Schools	33		>50 millions	32

	Diploma3	23			
	S1	42			
	S2	2			

Source: primary data, 2019

From the above data it appears that the number of female batik SMEs is more than male batik SMEs, this situation is in line with what was done in (Zeffane, 2012) study which shows statistical evidence that both men and women have the same entrepreneurial potential. Several studies that focus on women's entrepreneurship reveal that women have more interest in their entrepreneurial activities in the Middle East and other developing countries ((Madichie & Gallant, 2012). A person's age is considered as a major demographic characteristic in understanding the behavior and intensity of the entrepreneur (Kerr et al., 2018). Research shows that almost all active entrepreneurial activities are at the age of 25 years and above (Lévcsque & Minniti, 2006).

Mazzarol et al. (2009) revealed that the personal vision of managers / business owners correlated with high levels of sales. This personal vision is supported by the education level of entrepreneurs who are mostly bachelor and their average age is still productive. It appears that more than half of the respondents already have a business turnover of more than IDR 40 million, even 32 respondents can achieve a turnover of more than IDR 50 million.

5.2. Respondent's Response

Table 3. Average value of respondents' responses

No	Variables	Index	Description
1	KPP1 (<i>Need for Achievement</i>)	3,71	High enough
2	KPP2 (<i>Need for Cognition</i>)	3,38	Moderate
3	KPP3 (<i>Internal Locus of Control</i>)	3,87	High enough
4	Entrepreneurial Orientation	3,91	High
5	SMEs Performance	3,94	High

Source: primary data processed, 2019

5.3. Multiple Regression Analysis

Table 4. Summary of results of multiple linear regression analysis (Equation 1)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
		1	(Constant)	-3.812		
	KPP1	.765	.101	.409	7.582	.000
	KPP2	.098	.012	.416	8.097	.000

	KPP3	.401	.068	.297	5.871	.000
a. Dependent Variable: OW						
R ² = 0,821; Adj R ² = 0,815; F test = 146.784; Probability = 0,000 ^b						

Source: primary data processed, 2019.

Referring to the Model I Regression output in the Coefficients table section, it can be seen that the significance value of the three independent variables namely the need for achievement (X1), need for cognition (X2) and internal locus of control (X3) is smaller than 0.05. These results provide the conclusion that the three independent variables significantly influence the entrepreneurial orientation variable (Z). The adjusted R2 value in the Summary Model is 0.815, this shows that the contribution or contribution of the influence of the variable need for achievement (X1), need for cognition (X2) and internal locus of control (X3) to the entrepreneurial orientation variable (Z) is 81.5% while the remaining 18.5% is contributed by other variables not included in this study. Meanwhile, for the value of e1 can be found with the formula $e1 = \sqrt{(1-0,815)} = 0.43$.

Table 5. Summary of results of multiple linear regression analysis (Equation 2)

Coefficients ^a						
Model		Unstand. Coeff.		Standard T Coeff.	Sig.	
		B	Std. Error			
		Beta				
1	(Constant)	-2.640	2.342		-1.127	.263
	KPP1	.414	.117	.259	3.548	.001
	KPP2	.030	.014	.147	2.055	.043
	KPP3	.021	.073	.018	.288	.774
	OW	.473	.093	.554	5.068	.000
a. Dependent Variable: KU						
R ² = 0,797; Adj R ² = 0,788; F test = 93.104;						
Probability = 0,000 ^b						

Source: primary data processed, 2019.

Referring to the output of Regression Model II in the Coefficients table section it can be seen that the significance value of the four independent variables namely need for achievement (X1), need for cognition (X2) and internal locus of control (X3), and entrepreneurial orientation (Z) = 0,000 smaller than 0.05. These results provide the conclusion that Regression Model II, the four independent variables significantly influence the business performance variable (Y). The amount of adjusted R2 in the Model Summary is 0.788, this shows that the contribution or contribution of the influence of the variable need for achievement (X1), need for cognition (X2) and internal locus of control (X3), and entrepreneurial orientation (Z) of business performance variable (Y) is 78.8% while the remaining

21.2% is contributed by other variables not included in this study. Meanwhile, for the value of e1 can be found with the formula $e1 = \sqrt{1-0.788} = 0.46$.

5.4. Path Analysis

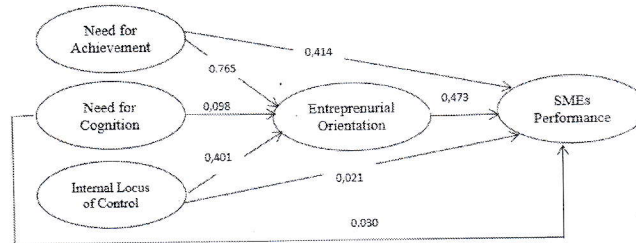


Figure 3. Path analysis (Source: primary data processed, 2019)

Based on the path analysis picture proposed the relationship between the need for achievement, the need for cognition and internal locus of control have a direct relationship with entrepreneurial orientation. need for achievement, need for cognition and internal locus of control have an indirect relationship to business performance through entrepreneurial orientation. The following calculation is about the effect of the independent variable on the dependent variable:

1. Calculation of the influence of need for achievement variable
 - Direct influence : 0,414
 - Indirect influence : $0,765 \times 0,473 = 0,362$
 - Total Influence : $0,414 + 0,362 = 0,776$
2. Calculation of the influence of need for cognition variable
 - Direct influence : 0,030
 - Indirect influence : $0,098 \times 0,478 = 0,046$
 - Total influence : $0,030 + 0,046 = 0,076$
3. Calculation of the influence of need for achievement variable
 - Direct influence : 0,021
 - Indirect influence : $0,401 \times 0,478 = 0,189$
 - Total influence : $0,021 + 0,189 = 0,211$

Mediation test 1:

Influence of need for achievement on SMEs performance mediated by entrepreneurial orientation

$$\begin{aligned}
 Sab &= \sqrt{b^2Sa^2 + a^2Sb^2 + Sa^2Sb^2} \\
 &= \sqrt{(0,473)^2(0,101)^2 + (0,765)^2(0,093)^2 + (0,101)^2(0,093)^2} \\
 &= 0,0862096219
 \end{aligned}$$

21.2% is contributed by other variables not included in this study. Meanwhile, for the value of e1 can be found with the formula $e1 = \sqrt{1-0.788} = 0.46$.

5.4. Path Analysis

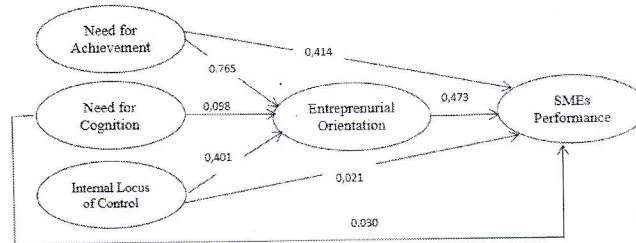


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Mediation test 1:

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 &= \sqrt{(0,473)^2(0,101)^2 + (0,765)^2(0,093)^2 + (0,101)^2(0,093)^2} \\
 &= 0,0862096219
 \end{aligned}$$

$$t = \frac{(0,765)(0,473)}{0,0862096219} = \frac{(0,362)}{0,0862096219} = 4,199$$

From the Sobel test results above, the $t_{\text{count}} = 4.199$, because t_{count} obtained at $4.199 > t_{\text{table}}$ value of 1.985 with a significance level of 5%, proves that the entrepreneurial orientation variable (Z) is able to mediate the relationship between the influence of need for achievement (X1) on SMEs performance (Y).

Mediation test 2:

Influence of need for cognition on SMEs performance mediated by entrepreneurial orientation

$$\begin{aligned} Sab &= \sqrt{b^2Sa^2 + a^2Sb^2 + Sa^2Sb^2} \\ &= \sqrt{(0,473)^2(0,012)^2 + (0,098)^2(0,093)^2 + (0,012)^2(0,093)^2} \\ &= 0,0113020573 \\ t &= \frac{(0,098)(0,473)}{0,0113020573} = \frac{0,046354}{0,0113020573} = 4,101 \end{aligned}$$

From the Sobel test results above, the $t_{\text{count}} = 4.101$, because t_{count} obtained at $4.101 > t_{\text{table}}$ value of 1.985 with a significance level of 5%, proves that the entrepreneurial orientation variable (Z) is able to mediate the relationship between the influence of need for cognition (X2) on SMEs performance (Y).

Mediation test 3:

Influence of internal locus of control on SMEs performance mediated by entrepreneurial orientation

$$\begin{aligned} Sab &= \sqrt{b^2Sa^2 + a^2Sb^2 + Sa^2Sb^2} \\ &= \sqrt{(0,473)^2(0,068)^2 + (0,401)^2(0,093)^2 + (0,068)^2(0,093)^2} = 0,0496516233 \\ t &= \frac{(0,401)(0,473)}{0,0496516233} = \frac{0,189673}{0,0496516233} = 3,82 \end{aligned}$$

From the Sobel test results above, the $t_{\text{count}} = 3,82$ because t_{count} obtained at $3,82 > t_{\text{table}}$ value of 1.985 with a significance level of 5%, proves that the entrepreneurial orientation variable (Z) is able to mediate the relationship between the influence of internal locus of control (X3) on SMEs performance (Y).

VI. DISCUSSION

Influence of need for achievement on entrepreneurial orientation

Based on the analysis results obtained that the variable need for achievement has a positive and significant effect on entrepreneurial orientation. This condition shows that if the need for achievement increases it will increase the orientation of SME batik entrepreneurs in the city of Semarang. Need for achievement has the greatest positive effect compared to other independent variables, which is 0.765. These batik SME entrepreneurs have a great tendency to do difficult tasks very well, try hard to improve work performance, dare to take risks (moderate) and think hard to always be able to work well, looking for additional responsibilities in the task tasks that are charged, and try to do something better than what colleagues or colleagues do. These results are consistent with research of Miller & Toulouse (1986); Lumpkin & Dess (1996); Okhomina (2010); Zeffane (2013); Vantilborgh, et al. (2015); and Farukh (2018).

Influence of need for cognition on entrepreneurial orientation

Based on the analysis results obtained that the variable need for cognition has a positive and significant effect on entrepreneurial orientation. This condition shows that if the need for cognition increases it will increase the orientation of SME batik entrepreneurs in the city of Semarang. Need for cognition has a positive effect of 0.098. Although the influence is not large, it is quite significant to influence entrepreneurial orientation. Still can be optimized again the level of interest and sincerity in stimulating a thought, the level of interest in complex problems, the level of sincerity or commitment in an effort to think and the level of desire to understand.

This is in line with research conducted by Cacioppo et al., (1996) and Di Zhang & Bruning (2011) where the need for cognition (need for cognition) tends to lead to individual involvement and enjoy the process of thinking about something. Individuals who have high cognitive needs tend to be more positive towards complex stimuli that require thinking. Need for cognition is a cognitive factor that can motivate entrepreneurs to actively maintain their personal initiative training (Mennsman & Frese, 2018).

Influence of internal locus of control on entrepreneurial orientation

Based on the analysis results obtained that the internal locus of control variable has a positive and significant effect on the entrepreneurial orientation variable. This condition shows that if the internal locus of control increases, it will increase the orientation of SME batik entrepreneurs in the city of Semarang. Internal locus of control has a positive and significant effect of 0.401. The dominance of responsive answers is to the indicator questions about: everything achieved by the individual results of his own efforts, individual success due to hard work and the individual is fully responsible for every decision he does. This is in line with what has been done by Tsai & Hsieh (2015), Hsiao et al. (2015) and Elfring and Hulsink (2003) who assert that people with internal locus of control usually believe that they can control their destiny and that success depends on the amount of personal effort.

Influence of need for achievement on SMEs performance

Based on the analysis results obtained that the variable need for achievement has a positive and significant effect on business performance. This condition shows that if the need for achievement increases, it will improve the business performance of batik SMEs in the city of Semarang. Need for achievement has a positive and significant effect of 0.414. These results are in line with research conducted by Riani (2014), Litunen in Samydevan (2015) and Juniarto and Aminah (2013).

Influence of need for cognition on SMEs performance

Based on the analysis results obtained that the variable need for cognition has a positive and significant effect on business performance. This condition shows that if the need for cognition has increased, it will improve the business performance of batik SMEs in the city of Semarang. Need for cognition has a positive and significant effect of 0.030. This is in line with research conducted by Homburg, et al (2007), Krush et al, 2014, Montgomery et al. (2003) and Kaleka & Morgan (2019). The higher uncertainty faced is related to competitors' actions, the more aggressive the company is in obtaining information and processing it.

Influence of internal locus of control on SMEs performance

Based on the results of the analysis it was found that the internal locus of control variable has a positive effect but not significantly enough to affect business performance. This is due to the fact that even though entrepreneurs have an optimistic and realistic attitude in looking at a problem, they must still be supported by a high entrepreneurial orientation so that they can improve their business performance. But in this connection at least the entrepreneurs are still trying to achieve the best results. This result is different from the results of Sudarsono and Irawati's (2016) research which states that the internal locus of control of MSME entrepreneurs in Sampang Madura Regency has a positive and significant impact on MSME work performance and Riani's research (2014).

Influence of entrepreneurial orientation on SMEs performance

Based on the results of the analysis it was found that the entrepreneurial orientation variable had a positive and significant effect on business performance. This condition shows that if the entrepreneurial orientation increases, it will improve the performance of UKM batik businesses in the city of Semarang. Entrepreneurial orientation has a positive and significant effect of 0.473. Its influence is quite large on improving business performance. These results are in line with research conducted by Fairoz et al.(2010); Tang and Tang (2010); Kreiser & Davis (2012); Ginta,(2014); Mahmood and Hanafi (2013); Freiling & Schelhowe (2014); Rezaei & Ort (2018) and Mohammad (2019) who stated that entrepreneurial orientation had a positive effect on improving business performance.

Influence of need for achievement, need for cognition dan internal locus of control on SMEs performance mediated by entrepreneurial orientation

From the calculation above it appears that entrepreneurial orientation is able to mediate the relationship between need for achievement, need for cognition and internal locus of control and business performance. The direct effect of need for achievement on business performance was 0.414 but with the role of entrepreneurial orientation, the effect of need for achievement on business performance increased by 0.776. Logically motivated achievers will support jobs and responsibilities that naturally meet their needs, namely offering flexibility and opportunities to set and achieve goals, for example, sales and business management, and the role of entrepreneurship.

The direct effect of need for cognition t on business performance is 0.030 but with the role of entrepreneurial orientation, the effect of need for cognition on business performance has increased by 0.076. The need for cognition (need for cognition) leads to the tendency and involvement of individuals and enjoy the process of thinking about something. Individuals who have high cognitive needs tend to be more positive towards complex stimuli that require thinking.

The direct effect of internal locus of control on business performance was 0.021 but with the role of entrepreneurial orientation, the influence of internal locus of control on business performance increased by 0.211. People with internal locus of control are more oriented towards success because they assume their behavior can produce positive effects and also they are more likely to be classified as high-achiever people with high desire to excel.

The above situation is in line with research conducted by Wiklund & Berger (2003), Lumpkin & Dess (1996), Bhuian et al (2012); Bolton & Lane (2012) and Sajilan (2015). Entrepreneurial orientation is a mediator in the

relationship between entrepreneurial characteristics (the entrepreneur's characteristics) and company performance. Without an entrepreneurial orientation, entrepreneurs cannot develop vision, goals and strategies that are right for the success and smoothness of the company.

VII. CONCLUSION

1. Need for achievement variable has a positive influence on entrepreneurial orientation. This means that with an increase in need for achievement, entrepreneurial orientation will increase significantly and the greatest effect is 0.765.
2. Need for cognition variable has a positive influence on entrepreneurial orientation. Although the effect is not large at 0.098, an increase in need for cognition has a significant impact on improving entrepreneurial orientation.
3. Internal locus of control variable has a positive influence of 0.401 on entrepreneurial orientation. This means that with an increase in internal locus of control, entrepreneurial orientation will increase significantly.
4. Need for achievement variable has a positive influence on SMEs performance. This means that with an increase in need for achievement, SMEs performance will increase significantly by 0.414.
5. Need for cognition variable has a positive influence on SMEs performance. Although the effect is not large at 0.030, an increase in need for cognition has a significant impact on improving SMEs performance.
6. Internal locus of control variable does not significantly influence business performance in batik SMEs in the city of Semarang. This means that with an increase in internal locus of control, business performance will increase but not significantly.
7. Entrepreneurial orientation variable has a positive and significant effect on SMEs performance of 0.478. This means that if the entrepreneurial orientation increases, business performance will increase.
8. Entrepreneurial orientation is able to mediate the relationship between need for achievement and business performance with the nature of fully mediated mediation.
9. Entrepreneurial orientation is able to mediate the relationship between need for cognition and business performance with the nature of fully mediated mediation.
10. Entrepreneurial orientation is able to mediate the relationship between internal locus of control and business performance with the nature of fully mediated mediation.

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