The Influence of Negotiation Skill, Business Strategy and Government Policy on Business Performance of Security System Start-ups in Indonesia

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Abstract. This quantitative study examined how Entrepreneurial Orientation, Digital Literacy, Negotiation Skill, Business Strategy, and Government Policy influence the Business Performance of security system start-ups in Indonesia. A sample of 145 entrepreneurs completed surveys, which were analyzed using SEM-PLS methodology. The results indicated that Entrepreneurial Orientation and Digital Literacy positively impact Business Performance directly. However, Business Strategy was not found to significantly mediates the relationship between Digital Literacy and Business Performance. Additionally, Government Policy weakened the link between Entrepreneurial Orientation and Business Performance. The findings provide insights into key factors influencing security system start-ups and highlight the need for further research into understanding complex influences on the success. Practical implications for entrepreneurs and policymakers are discussed.

Keywords: Business Performance, Negotiation Skill, Business Strategy, Government Policy, security system start-ups

1. Introduction

Covid-19 pandemic implication has also impacted on the threat of worsening financial system that is indicated by decreasing various domestic activities, because the steps of handling Covid-19 pandemic are at risk of macro-economic injustice, financial system, and also government security system that need to be mitigated by the Government or Government Policy coordination and also collaborate with entrepreneurs. Therefore, it needs a lot of Government and entrepreneurs' effort to do anticipation action to keep safety sector stability and financial sector that lead to Business Performance, that is, the novelty in this research. Entrepreneurial Orientation is known as new approach in Business Performance novelty that definitely has to be responded positively by entrepreneurs who start trying to rise up from economic downturn due to long crisis. Entrepreneurial Orientation emphasizes on enthusiastic to create business innovation, as the fresher from the busines bottleneck that frequently accompanies the initial steps of innovation (Shu *et al.*, 2019).

In addition, Ministry of Industry keeps on encouraging optimization of local content level in procurement of goods and service. This thing is in line with the program of The Increase Local Product Use to escalate competitiveness and national industrial productivity. In order to strengthen local content industrial structure and reduce dependence on import products, the average value of local content level is targeted to achieve as much as 43,3% in the year of 2020 and is increased to be 50% in the year of 2024 such as stated in the 2020-2024 National Medium Term Development Plan Document. To encourage the absorption of local content products, Government issued regulation/policy to optimize the use of goods with local content level that is stated in Constitution Number 3 of 2014 about The Industry or Government Policy Number 29 of 2018 about Industrial Empowerment. For the group of machine thing, there are 358 products with local content level of 25% to 40%, and as many as 388 products with local content level more than 40%. For health equipment, there are local content level of 25% to 40% on 1.628 products and 40% on 234 products. Whereas, in machinery group, there are 35 products with local content level of 25% to 40%, and 86 products that have local content level are more than 60% (Kemenperin, 2020).

Local content requirement policies are considered profitable due to giving profit like work field expansion and the increase of technology transfer for society. Therefore, Indonesia applies this policy in various fields such as automotive, electronic, oil and gas, government security system and others that is stated in the technical regulations that becomes the novelty in this research (World Trade Organization, 2012). The thing about local content that is stated above becomes one of the Indonesian Government Policies in new normal era recently that gets more encourage entrepreneurs to develop government security system start-ups in various provinces with sophisticated technological innovation. This application of course directly will impact on the country's economy in general.

However, this matter in security system start-ups for Government is not an easy thing, because it is related to complicated technology transfer, limited human resource, secrecy, and principal reluctance to give technological secret especially from other abroad manufacturing parties that definitely really impact on Business Performance in government security system electronic sector due to fulfilling this policy. Due to the business in this sector such as CCTV instrument, Alarm System, Perimeter System, Anti Drone, CBRN, Trace Detector, Radar System, GSM Interceptor, XRAY, Milliwave Technology, Anti Weapon System and others that are unable to fulfil local content level policy and very different from the business in agriculture, furniture, fishery, labour possibly will impact positive becomes the challenge and also opportunity that can be caught by the emergence of new players of security system local content entrepreneurs that are very competitive in dynamic, unstable and unpredictable business environment (Hasrul, 2020). The difficulties that will be faced by government security system entrepreneurs in DKI Jakarta are sustainable way of innovation and creating innovative security system local content product through Digital Literacy, Negotiation Skill, Business Strategy, and Government Policy to achieve business profit and consumer satisfaction in order to be able to indicate competitive advantage among other government security system local content start-ups in new normal era, that is,

the novelty.

In this new normal era like recently, there are a lot of start-ups that are based on e-commerce. These start-ups rely on information technology in doing work operational. In doing work, start-ups of government security system local content have to be monitored in Government Policy. Start-up sector that is based on technology in Indonesia annually gets significant growth. Finance Service Authority takes note that until September 2021, there are 2.100 start-ups in Indonesia. The emergence of those start-ups are not separated from the preference change of Indonesians to digital direction in order to encourage the growth of start-ups in priority sectors such as government security system sector, health sector, agriculture sector, educational sector, and financial sector that facilitate for start-up entrepreneurs in production (Damara, 2021). In the midst of the rise of government security system start-ups, the authority of start-up entrepreneurs will innovate, act proactively, dare to take risk, and take Government Policy about local content to result business profit that leads to Business Performance that emerges from digital transformation.

Start-up is new business model that creates the economics of value and career path for young generation, especially those who are interested in innovation, technology and seeing business opportunity. If it is not supported by strong technological factor, hence this start-ups will fail because of being unable to compete with other competitors (Patel, 2017). The researcher chooses government security system, because there are vital objects such as airport, hospital, bank office, social institution, mass media office, government office and others that have to be maintained specifically in order to avoid unexpected threat. This thing that drives the researcher to do research about Business Performance of government security system local content start-ups. The change of Negotiation Skill, Business Strategy, Government Policy and government security system of a country is greatly influenced by the strategic environment dynamic that keeps on developing under the effect of technology transfer through Digital Literacy and new normal era that keeps on changing nowadays. Therefore, it cannot be denied that start-ups in government security system field have quite important role for economic development of a region especially in DKI Jakarta capital city.

Mediation behaviour that is related to Business Performance of government security system start-ups is Negotiation Skill. Business product offer will be successful if the entrepreneurs are successful in communication because of being able to determine the success in negotiation. Failure in communication will fail negotiation. The role of communication in Negotiation Skill is very important because of determining successful or unsuccessful of start-up Business Performance that becomes the novelty in this research. This thing is in line with Ritonga (2018) states that Negotiation Skill is communication process between two persons or more in order to develop the best solution that is profitable for related parties. Communication is the sending and receiving message or news between two persons or more so that the message that is meant can be understood.

The entrepreneurs need to know customer perception towards Negotiation Skill that is conveyed from government security system start-up products that are offered so that can increase sale that results profit leads to Business Performance as reference material in business. That perception is in accordance with Hendrayana (2020) indicates that there is opportunity for further research to do research quantitatively that is related to the influence of Negotiation Skill on Business Performance through effective communication intermediary. That rule either partially or simultaneously or through intermediary process is proven to affect positive and significant. By viewing the fact, it is expected in terms of interpreting its managerial implication to always develop Negotiation Skill and effective communication, thus Business Performance can be improved its problem solving quality, that is, leading to profit.

Mediation variable that is related to Business Performance of government security system start-ups is Business Strategy. This Business Strategy action phenomenon is something that can be created to be the novelty in this research. Business Strategy covers new business strategy or growth strategy. New

Business Strategy is opportunity creation of new business that covers human resource as competitive advantage source and entrepreneurship human resource. Growth strategy is the strategy that focuses on where have to look for the opportunity to develop in which the entrepreneurs may be do not have the base for sustainable competitive advantage. This growth strategy covers penetration strategy, market developer, product development strategy, and diversification strategy. This thing is appropriate with the research of Sudarsono & Sukardi (2015) shows that Business Strategy action is combined with Entrepreneurial Orientation for further research agenda.

Entrepreneurship competence is needed in implementing Business Strategy in order to be obtained excellent competitive advantage through responsiveness to customer need, whereas entrepreneurial spirit itself covers three things, that is, innovativeness, risk taking, and proactivity. In this research, Entrepreneurial Orientation is the contribution of something new as one of the future research agendas that is suitable with the suggestion of Silviasih et al. (2016) states that Entrepreneurial Orientation is the key to increase Business Performance.

Moderation variable that is related to government security system start-ups is Government Policy. The role of Government Policy as moderation can increase and maintain national industrial utilization through guarantee provision or maintenance towards market niche of certain product that is produced domestically (Kemenperin, 2020). In this new era, all entrepreneurs have to be able to see the opportunity to use accurate, effective and efficient business model by paying attention to Government Policy. Although there is previous research about Government Policy, but there has not been research yet that studies comprehensively about Government Policy for government security system local content start-ups in new normal era that becomes the novelty in this research. This research is in line with Anandhita (2015) proves that Ministry of Communication and Informatics Directorate General of Aptika needs to determine the direction of Government Policy incentive for Indonesian Digital Literacy creative industry ecosystem in regulations and action plans to promote local content in further research agenda.

In this government security system start-ups study, the expansion and deployment about the product knowledge that can be done through Digital Literacy. However, every minute emerges new digital start-ups with the feature that is almost similar between one and another. Therefore, the entrepreneurs have to have innovative skill, because the business development like this is very rapid and thus the competition level is also high (Nugraha & Wahyuhastuti, 2017). This thing is in accordance with the research of Rosmadi (2021) indicates that to maintain the use of technology also needs a lot of cost and human resources that have the ability in Digital Literacy field.

From that matter, hence research matter dimension will only be detailed in which needs a model to describe the influence of Negotiation Skill, Business Strategy and Government Policy on Business Performance of security system start-ups in Indonesia especially DKI Jakarta. This research aims to understand how these factors contribute to the success and sustainability of these businesses, providing insights that can benefit entrepreneurs and policymakers in this sector. The variables that are going to be analyzed and found in this research are the influence of Entrepreneurial Orientation and Digital Literacy on Business Performance of government security system local content start-ups in DKI Jakarta. Moreover, the relationship between Entrepreneurial Orientation and Business Performance of government security system local content start-ups in DKI Jakarta through Negotiation Skill and Business Strategy mediations. In addition, the relationship of Digital Literacy and Business Performance of government security system local content start-ups in DKI Jakarta through Government Policy moderation. Thus, the research questions come up as follow: 1) Does Entrepreneurial Orientation influence on Negotiation Skill of government security system local content start-ups in DKI Jakarta? 2) Does Negotiation Skill influence on Business Performance of government security system local content start-ups in DKI Jakarta? 3) Does Entrepreneurial Orientation influence on Business Performance of government security system local content start-ups in DKI Jakarta through Negotiation Skill mediation? 4) Does Entrepreneurial Orientation influence on Business Performance of government security system

local content start-ups in DKI Jakarta through Government Policy moderation? 5) Does Digital Literacy influence on Business Strategy of government security system local content start-ups in DKI Jakarta? 6). Does Business Strategy influence on Business Performance of government security system local content start-ups in DKI Jakarta? 7). Does Digital Literacy influence on Business Performance of government security system local content start-ups in DKI Jakarta through Business Strategy mediation?

2. Literature Review

2.1. Business Performance

Performance is the measurement instrument that is used as indicator of business success in achieving business goal. One of the increased Performance measurements is increased sale. The Performance can be known only if the entrepreneurs have successful criteria that has been determined. This successful criteria is in the form of purposes or certain targets that are to be achieved. Without any purpose or target, one's Performance or business is impossible to be known because there is no benchmark (Nurlinda, 2019). Business Performance is as the measure of success or failure of a business. Business Performance is measured by using three indicators that are developed in this research. The indicators of Business Performance variable are sale growth, profitability growth within two years, and the ability in attracting new customers (Aribawa, 2016).

Decreasing Business Performance can be reduced by implementing the right Business Strategy. Business Strategy implementation will be the solution to prevent the decrease in Business Performance in the business. Along with that, the right Business Strategy will also facilitate the entrepreneurs in increasing Business Performance so that the business goal especially short term (profit) or long term will be realized (Prima, 2018).

2.2. Government Security System Local Content

Government security system in general is meant as basic need to protect and keep national interest of a nation with a state by using political power, economy and military to face various threats either that come from abroad or domestic. Government security system as a concept often gets change due to the international political constellation (Ernitasari *et al.*, 2015).

Local content is one of the industrial competitiveness keys (Kemenperin, 2020). The success of innovative government security system product will lead Business Performance in which quality government security system product will be considered by consumers whether the product has difference and advantage compared to other products from similar competitors (Felita *et al.*, 2016). A lot of government security system start-ups recently cause business profit get high competition level, especially the business that produces similar government security system products. Therefore, it is expected that start-up has its differentiation Business Strategy itself that is designed to realize competitive advantage.

The importance of start-up is the ability to grow or create new opportunity for young generations especially for those who are willing to adapt and change traditional market model to virtual market. This start-up business has potential to develop if it is supported, built well and optimal. Government security start-up business sector in new normal era gets the increase although the journey is not as easy as imagined, that is, there are also a lot of obstacles that must be faced amidst uncertainty (Nugraha & Wahyuhastuti, 2017).

2.3. Entrepreneurial Orientation

Entrepreneur is scientific discipline itself, has systematic process and can be applied in creativity and innovation application (Hamali *et al.*, 2016). Entrepreneurial Orientation is a phenomenon or business behaviour to realize business strategy or organization performance through value creation process that reflects ability/managerial skill in order to result business competitive action and warrant economic growth sustainably (Avlonitis & Hisrich *et al.*, 2017). Entrepreneurial Orientation variable is measured

by using three dimensions that are developed for this research. Dimensions of Entrepreneurial Orientation variable are: innovation, proactive, and risk taking (Mustikowati & Tysari, 2014).

Entrepreneurial Orientation that is related to Business Performance of small and medium industry are researched by Palalic & Busatlic (2015) finds that Entrepreneurial Orientation has significant relationship with Business Performance and small business growth in Bosnia Herzegovina. Kumalaningrum (2012) finds out that Entrepreneurial Orientation influences positive and significant on Business Performance (profitability) of micro small business. While the research result of Sahaka *et al.*, (2012) finds out that Entrepreneurial Orientation indirectly increases SMEs of export-oriented leather craft in Sidoarjo, but Entrepreneurial Orientation only can increase Business Performance through sustainable competitive advantage factor. These three researches are the novelty of Entrepreneurial Orientation towards SME in which Palalic & Busatlic (2015) and Kumalaningrum (2012) find out that there is positive and significant influence towards SME Performance, whereas Reswanda finds out on the contrary.

2.4. Digital Literacy

Digital is electronic information sources can be the result of conversion from another format known as reproduction and can also be a publication that is deliberately packaged in electronic or digital format as a form of publication or e-publishing (Surachman, 2014). Digital Literacy is as multi literacy skills, that is, the control towards awareness, attitude, and ability, individual in using digital software to communicate, and express realistically in daily life. Digital Literacy variable is measured by using three indicators that are developed for this research. The indicators of Digital Literacy variable are: master operational/ fundamental towards mastery of digital technology device and critical thinking, evaluate, create digital information, choose software, understand towards ethical issue, moral and law that covers digital, and skill in constructing and synthesizing understand using digital technology software (Kemendikbud, 2017).

Digital Literacy improvement really helps start-up entrepreneurs in the effort of expanding market reach rapidly without having to meet with the customers directly which is avoided in new normal era. This condition becomes opportunity for start-up entrepreneurs to rise, move up in class, advanced, independent, and competitive start-up business and contribute in national economy, of course has to be able to do transformation from conventional business to go digital (Firmansyah *et al.*, 2021).

2.5. Negotiation Skill

Skill is critical thinking that will be achieved by the entrepreneurs that have cognitive ability. This thing is because of solving a matter, the entrepreneurs have to know and understand the matter first. Therefore, the cognitive ability really plays a role in critical thinking (Ritdamaya & Suhandi, 2016). Negotiation is social interaction form to obtain the agreement that involves two parties or more. Through Negotiation, it can make the entrepreneurs have high tolerant attitude, build awareness towards surrounding environment, and know social reciprocity relationship (Hasanudin *et al.*, 2019). Negotiation Skill is the process that occurs among two parties or more in which initially thought differently until finally the agreement is reached. Negotiation Skill variable is measured by using two indicators that are developed for this research. The indicators of Negotiation Skill variable are concession in substantive level, and communication that aims to create value (Thompson *et al.*, 2010).

The action of Negotiation Skill, persuasion is the part of activity or action. Negotiation Skill in which entrepreneurs have to be able to influence the consumers so that something that is expected by the consumers can be fulfilled in order to create the agreement of negotiation result that is mutually beneficial to each other which leads to Business Performance (Laras & Maryani, 2020).

2.6. Business Strategy

Strategy is defined as the series of decision, action, and reaction that firstly created, and then exploit a business by maximizing benefit and novelty while minimizing cost. The Strategy covers new business

Strategy or growth Strategy. New business Strategy is opportunity creation of a new business that includes resources as competitive advantage source and entrepreneurship source. Growth Strategy is the Strategy that focuses on where to look for the opportunity to develop in which the entrepreneurs may be has had the base for sustainable competitive advantage. Therefore, the one who determines that Strategy is top management and business owners (David, 2011). Competitive advantage is the existing benefit when a business owns and produces a product or service that is seen from its target market is better than its closest competitors (Saiman, 2014). Business Strategy is the entrepreneurs' ability in analyzing external and internal environment of start-up businesses, formulating strategy, implementing plans designed to achieve the entrepreneurs' goals, and doing evaluation to obtain feedback in formulating future strategy. Business Strategy variable is measured by using three indicators that are developed for this research. The indicators of Business Strategy variable are always introducing new products, creating different products, and doing market research (Sudarsono & Sukardi, 2015).

Iqbal *et al.*, (2022) concludes that Business Strategy also has positive influence on start-up achievement. Puspita (2018) also proves that Business Strategy factor is the factor that can influence high or low of profit business from Business Performance of a business. To achieve sustainable goal, therefore it is required integrated series of activities from that result is Business Strategy. Whereas Paylosa (2014) finds out that Business Strategy does not influence significant and negative towards Business Performance. The result of this research is consistent with the research of Yuristisia (2009) states that Business Strategy does not influence on Business Performance of the utilization of management accounting system information. This thing is not in line with the theory that is put forward by Laksmana & Muslichah (2002) that the company which follows different Business strategy also will form different information characteristic so that by having the suitability between Business Strategy and information that is needed by the company is expected to increase Business Performance.

2.7. Government Policy
Basically Policy is the provisions that have to be used as guideline or instruction for every effort of the government apparatus so that smoothness and integration are achieved in achieving certain goal (Sumantri, 2002). The term of Government indicates the existence in which the process of governance takes place. In addition to the existence refereed to, this term also shows the implementing institution, agency or organization in the government process (Labolo, 2014). Government Policy is a certain directed action by the actor (Government) based on considerations that contain certain rule (principle, norm) to solve the problem faced by society in order to achieve the expected goal. Government Policy variable is measured by using two indicators that are developed for this research. The indicators of Government Policy are solving certain matters that are faced by society and have certain purposes (Anandhita, 2015).

Government Policy is another factor that can influence Business Performance. The growth of small business is economic condition, tax, rule and law in which all things are the form of Government Policy. As it is known that business environment always changes and cannot be predictable especially entering new normal era in which the competition is tighter. That change is marked with very rapid environmental change with increasingly rapid technological advance demands sensitivity from entrepreneurs in facing it by formulating the right Business Strategy as well as assistance from the government in making policy (Samsir, 2012).

2.8. Hypotheses Development
Entrepreneurs as business negotiators in order to be successful in increasing agreement with business partners need to be supported by various aspects, one of them is through Negotiation Skill. Negotiation that is done by the entrepreneurs do bargain that takes place with mutual willingness to give and receive concession between negotiators. Whereas, the negotiation result that expects to be achieved, that is, reaching integrative agreement is bargaining to achieve win-win solution (Devito, 2013).

Negotiation Skill has important role in the entrepreneurs' effort of fulfilling business activity as

well as the wider scope such as group, community, organization, or even company. In business relationship, the entrepreneurs of course have ever done persuasion action either verbally or in action. Likewise in the act of Negotiation Skill, persuasion is part of the activity or action of Negotiation Skill in which the entrepreneurs have to be able to influence the consumers so that something that the consumers want can be fulfilled in order to create negotiation result agreement that is mutually beneficial to each other that leads to Business Performance (Laras & Maryani, 2020).

There is significant influence between Entrepreneurial Orientation and Business Performance through the role of Negotiation Skill as mediation. That role either partially or simultaneously proved to influence positive and significant so that by seeing the fact, it is expected in terms of interpreting its managerial implication, that is, to develop Negotiation Skill and effective communication frequently to enhance its problem solving quality (Hendrayana, 2020) .

Besides business environment factor and Business Strategy, Government Policy is another factor that can influence Business Performance. The role of Entrepreneurial Orientation as one of the factors involves in innovating products at the market, doing little effort to take risk, being proactive, and providing the buzz to beat competitors. There is significant relationship among innovation, proactive, risk taking of Entrepreneurial Orientation with sale growth, profit, employment growth and owners or entrepreneurs' satisfaction of Business Performance (Eggers et al., 2013).

Digital Literacy has the relationship with Business Strategy. Digital Literacy can predict Business Strategy in affecting start-up business competitiveness. Digital Literacy influences Business Strategy either directly or indirectly through digital transformation (Adisti *et al.*, 2022).

Business Performance that is done by the entrepreneurs are inseparable from Business Strategy. Business Strategy plays a role in Business Performance. Managerial decision (Business Strategy) becomes one of the determinants of the future start-up business. This thing indicates that Business Strategy can determine Business Performance level (Suriyanti & Binangkit, 2019).

Nizam & Law (2021) state the factor that has important role in the success of Business Performance is Digital Literacy, that is, start-up business technological system in which later determines the move direction or Business Strategy that is run by the entrepreneurs. From the above description, therefore formulated hypotheses as follow: H1: Entrepreneurial Orientation influences Negotiation Skill of government security system local content start-ups. H2: Negotiation Skill influences Business Performance of government security system local content start-ups. H3: As a result of Entrepreneurial Orientation influences on Business Performance of government security system local content, start-ups partially being mediated by Negotiation Skill. H4: The influence of Entrepreneurial Orientation on Business Performance of government security system local content start-ups is moderated by Government Policy. H5: Digital Literacy influences Business Strategy of government security system local content start-ups. H6: Business Strategy influences Business Performance of government security system local content start-ups. H7: As a result of Digital Literacy influences on Business Performance of government security system local content start-ups, partially being mediated by Business Strategy.

Based on the above stated hypotheses, the recent research proposes the following research:
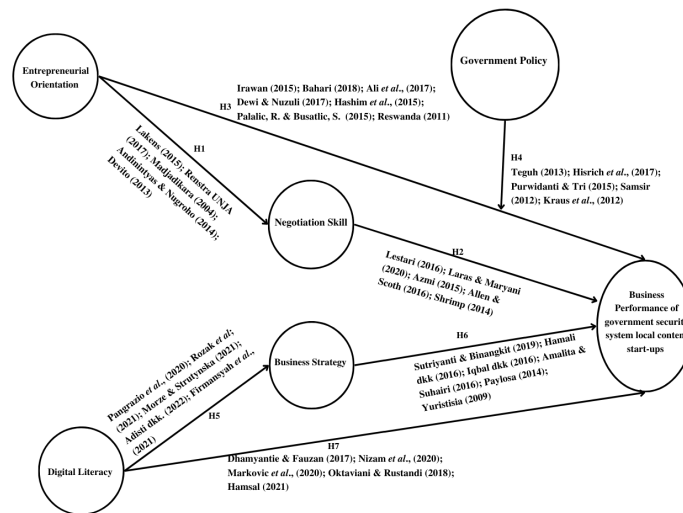
Fig.1: Proposed Research Model

3. Research Methods

3.1. Population and Sample

The recent study population is 145 start-up entrepreneurs of government security system local content start-ups in DKI Jakarta in new normal era. From the population, the sample of respondents is collected by using non-probability sampling method with purposive sampling technique. This quantitative research uses explanatory research type to search for explanation in the form of cause and effect relation among some variables through one proposition test with other variables. This requirement is suitable with Maximum Likelihood estimation model with the sample number criteria between 100-200 respondents. Data is processed by SEM (Structural Equation Modeling) smart PLS (Partial Least Square) 3. Measurement scale uses five point Likert scale approach. In this recent study, the number of indicators for all variables is 29 indicators. Thus, the number of minimum sample as many as: (29x5)= 145 respondents. This thing has fulfilled Maximum Likelihood estimation model requirement is between 100 to 200 samples with minimum sample is 50 (Ghozali, 2011). This pattern is in line with Cochran pattern shows that due to the exact size of sample population is not known, sample size is calculated 97 which is rounded up to 100 samples that is minimum sample (Sugiyono, 2013).

3.2. Research Instrument

Dependent variable is Business Performance (KU) that has three statements (Aribawa, 2016). Independent variables are Entrepreneurial Orientation (OK) that has thirteen statements are measured by using three dimensions which are developed for this research and are suitable with Entrepreneurship characteristic (Mustikowati & Tysari, 2014) and Digital Literacy (LD) has six statements (Kemendikbud, 2017). Mediation variables are Negotiation Skill (KN) that has two statements (Thompson *et al.*, 2010) and Business Strategy (SB) has three statements (Sudarsono & Sukardi, 2015). Moderation variable is Government Policy (KP) that has two statements (Anandhita, 2015). Besides distributing questionnaires with quantitative measurement scale, respondents also answered several open-ended questions to get more in-depth answers that are related to several closed ended question items in the questionnaires.

By determining category of Likert scale, it can take the form of strongly disagree, disagree, neutral, neutral/undecided, agree, strongly agree, or never, seldom, sometimes, often, always depends from concept to be measured which is based on the attitude scale instrument grid (Zakaria, 2006). Hence, data type that is used is arrival data type that is based on data analysis technique characteristic with

continuous research data requirement. Furthermore, Sekaran & Bougie (2016) state that to be able to interpret the measurement result of Likert scale as interval data can be done by adding up the scores of all measurements. Opened statement type such as entrepreneur profile, business profit and Business Strategy for the next five years and so on are used to obtain response or useful respondents' idea to support respondents' answer or certain questions and are used as basic in formulating managerial suggestions.

3.3. Data Analysis

The recent research implements SPSS version 22 for data filter, demographic profile, and descriptive statistics. Besides, smart PLS 3 is used for hypothesis test through SEM PLS. The SEM PLS model analysis and interpretation require two stages, that is, evaluating measurement model and structural model.

4. Results and Discussion

4.1. Respondent Profile

Respondent profile that is done in this research consists of gender, status, age, education, number staff when established, recent number of staff (2023), the length of time the business established that have the relationship with the variables that will be done in this research can be seen in the below stated table:

Table1: Respondent Profile Description

Criteria	Frequency	Percentage
Gender	- Male: 110 respondents	- Male: 75.9%
	- Female: 35 respondents	- Female: 24.1%
Status	- Married: 107 respondents	- Married: 73.8%
	- Single: 38 respondents	- Single: 26.2%
Age	- <20 years: 2 respondents	- <20 years: 1.4%
	- 21-30 years: 33 respondents	- 21-30 years: 22.8%
	- 31-40 years: 41 respondents	- 31-40 years: 28.3%
	- 41- 50 years: 39 respondents	- 41-50 years: 26.9%
	- >50 years: 30 respondents	- >50 years: 20.7%
Education	- Senior High School/ Vocational School: 30 respondents	- Senior High School/Vocational School: 20.7%
	- Diploma 1- 4: 20 respondents	- Diploma 1-4: 13.8%
	- Undergraduate: 80 respondents	- Undergraduate: 55.2%
	- Postgraduate: 15 respondents	- Postgraduate: 10.3%
Number Staff When Established	- 1-5 people: 86 respondents	- 1-5 people: 59.3%
	- 6-10 people: 34 respondents	- 6-10 people: 23.4%
	- 11-20 people: 12 respondents	- 11-20 people: 8.3%
	- 21-30 people: 2 respondents	- 21-30 people: 1.4%
	- >30 people: 11 respondents	- >30 people: 7.6%
Recent Number of	- 1-10 people: 62 respondents	- 1-10 people: 42.8%
	- 11-20 people: 30 respondents	- 11-20 people: 20.7%

Staff (2023)	- 21-30 people: 17 respondents	- 21-30 people: 11.7%
	- 31-40 people: 10 respondents	- 31-40 people: 6.9%
	- >40 people: 26 respondents	- >40 people: 17.9%
The Length of Time the Business Established	- 1-5 years: 52 respondents	- 1-5 years: 35.9%
	- 6-10 years: 32 respondents	- 6-10 years: 22.1%
	- 11-20 years: 37 respondents	- 11-20 years: 25.5%
	- > 20 years: 24 respondents	- >20 years: 16.6%

Source: Primary data processed (2023)

4.2 Research Variable Description

Descriptive analysis is analysis that is done to give empirical description on data that is collected in the research by using average value. Average value is to describe the average value of the variables that are analyzed in certain respondent group.

Table 2: Description of Business Performance, Entrepreneurial Orientation, Digital Literacy, Negotiation Skill, Business Strategy, Government Policy

	N	Minimum	Maximum	Mean	Std. Deviation
KU01	145	1.00	5.00	3.3655	.84009
KU02	145	1.00	5.00	3.2138	.84316
KU03	145	1.00	5.00	3.4690	.87445
Valid N (listwise)			Average	3.349	
OK01	145	1.00	5.00	3.0966	1.17452
OK02	145	1.00	5.00	3.2207	1.16350
OK03	145	1.00	5.00	3.7517	.78644
OK04	145	1.00	5.00	3.7931	.78966
OK05	145	1.00	5.00	3.4207	.96227
OK06	145	1.00	5.00	3.1379	1.06472
OK07	145	1.00	5.00	3.9379	.84344
OK08	145	2.00	5.00	3.9448	.74330
OK010	145	1.00	5.00	4.1724	.81942
OK011	145	1.00	5.00	4.1241	.80694
OK012	145	1.00	5.00	3.4414	1.02656
OK013	145	2.00	5.00	3.9379	.80122
Valid N (listwise)			Average	3.699	
LD01	145	2.00	5.00	4.2897	.78984
LD02	145	2.00	5.00	4.2759	.84560
LD03	145	1.00	5.00	4.2966	.81755
LD04	145	1.00	5.00	4.2345	.78186
LD05	145	1.00	5.00	4.2414	.81031
LD06	145	2.00	5.00	4.2138	.78339
Valid N (listwise)			Average	4.259	
KN01	145	1.00	5.00	4.1793	.83057
KN02	145	2.00	5.00	4.3034	.71999
Valid N (listwise)			Average	4.241	
Valid N (listwise)			Average	4.241	
SB01	145	2.00	5.00	4.2759	.80349
SB02	145	1.00	5.00	4.0897	.91982

SB03	145	2.00	5.00	4.1655	.81661
Valid N (listwise)			Average	4.177	
KP01	145	1.00	5.00	3.3862	.95151
KP02	145	1.00	5.00	3.3172	.99794
Valid N (listwise)	145		Average	3.352	

Source: Primary data processed (2023)

Table 2 shows that from 145 respondents, the highest average value is Digital Literacy independent variable, followed by Negotiation Skill, Business Strategy, Entrepreneurial Orientation, Government Policy, and Business Performance is the lowest average value. The average value of most variables are at >3,571-4,429 which means most of the respondents give response that most of the expectations are achieved. Some of the respondents give response at the average value of >2,754 - 3,571 which means some respondents give response that some expectations are sometimes achieved, that is, Business Performance and Government Policy variables.

4.3. Outer Model Test Using smart PLS

The loading factor value shows that validity test of each construct indicator in smart PLS 3 programme. The cut-off value to justify the indicator validity is that when the loading factor value is more than 0,70. Figure 2 indicates the outer model that all indicators are valid with the loading factor above 0,70.
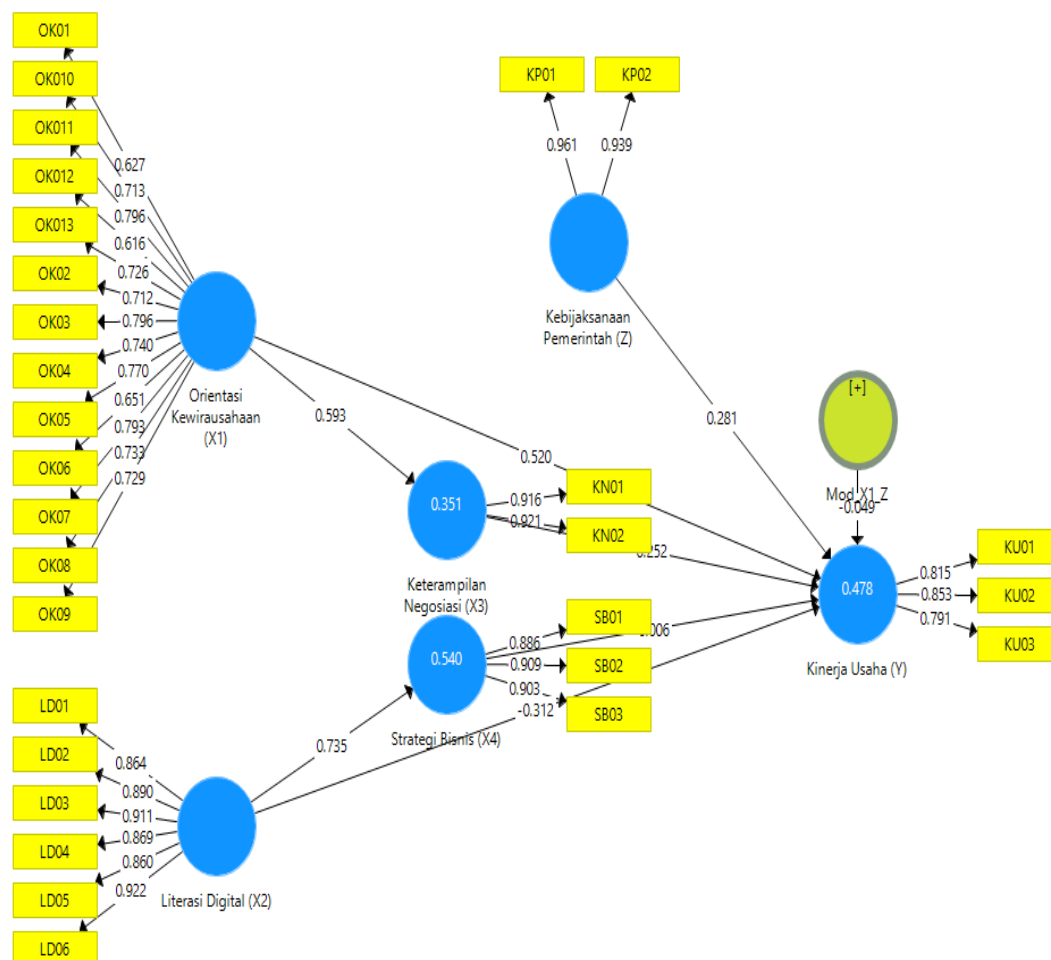

Fig. 2: Outer Model Test

Source: Smart PLS 3 Program Output (2023)

Reliability test is carried out to prove that the accuracy, consistency, and accuracy of outer model in measuring constructs by viewing the value of composite reliability. The composite reliability of each variable should be greater than 0,7 for confirmatory research (Ghozali, 2011) as indicated in the following Table 3:

Table 3: Cronbach's Alpha and Composite Reliability of Each Variable

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Government Policy (Z)	**0.893**	**0.923**	**0.949**	**0.902**
Negotiation Skill (X3)	**0.814**	**0.815**	**0.915**	**0.843**
Business Performance (Y)	**0.756**	**0.756**	**0.860**	**0.673**
Digital Literacy (X2)	**0.945**	**0.947**	**0.956**	**0.785**
Mod_X1_Z	**1.000**	**1.000**	**1.000**	**1.000**
Entrepreneurial Orientation (X1)	**0.925**	**0.930**	**0.935**	**0.526**
Business Strategy (X4)	**0.882**	**0.882**	**0.927**	**0.809**

Source: Primary data processed (2023)

4.4. Inner Model Test Using smart PLS

The inner model can be tested by viewing R-Square for dependent variable and p-value of total effect and indirect effect tests. A higher R-Square value means a better model prediction. Moreover, p-value indicates the degree of significance in hypothesis test. R-Square determines the magnitude of independent variables influences on dependent variable as indicated in Table 4:

Table 4: R-Square

	R Square
Negotiation Skill (X3)	0.351
Business Performance (Y)	0.478
Business Strategy (X4)	0.540

Source: Primary data processed (2023)

Table 5: Output Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P-values	Conclusion
Negotiation Skill (X3) -> Business Performance (Y)	0.252	0.250	0.092	2.740	**0.006**	**Significant (p-value < 0,05)**
Digital Literacy (X2) -> Business Performance (Y)	-0.312	-0.304	0.129	2.426	**0.016**	**Significant(p-value < 0,05)**
Digital Literacy (X2) -> Business Strategy (X4)	0.735	0.734	0.053	13.923	**0.000**	**Significant (p- value < 0,05)**
Mod_X1_Z -> Business Performance (Y)	-0.049	-0.054	0.070	0.695	**0.487**	**Insignificant (p-value > 0.05)**
Entrepreneurial Orientation (X1) -> Negotiation Skill (X3)	0.593	0.588	0.073	8.091	**0.000**	**Significant (p- value < 0,05)**
Entrepreneurial Orientation (X1) ->	0.520	0.521	0.096	5.396	**0.000**	**Significant (p-value <**

Business Performance (Y)						**0,05)**
Business Strategy (X4) -> Business Performance (Y)	-0.006	-0.016	0.119	0.050	**0.960**	**Insignificant (p-value > 0.05)**

Source: Primary data processed (2023)

Table 6: Mediation Effect Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P-Values
Entrepreneurial Orientation(X1) -> Negotiation Skill (X3) -> Business Performance (Y)	0.149	0.147	0.058	2.584	0.010
Digital Literacy (X2) -> Business Strategy (X4) -> Business Performance (Y)	-0.004	-0.013	0.089	0.049	0.961

Source: Primary data processed (2023)

4.5. Discussion

The result of this research is in line with the research of Lackéus (2015) proves that Negotiation Skill can be developed based on entrepreneurs' need when collaborating with customers. From the test result, the effect of Entrepreneurial Orientation on Negotiation Skill indicates that Entrepreneurial Orientation is able to give direct significant influence on Negotiation Skill. Indicators that are used to test Entrepreneurial Orientation in this research consist of innovativeness, initiative and risk taking (Mustikowati & Tysari, 2016). From those three indicators, the highest respondents' response about Entrepreneurial Orientation is proactive, that is, dare to act in anticipating to fulfil consumers' demand in the near future.

Besides, the influence of Negotiation skill on Business Performance shows that Negotiation Skill is able to give direct significant influence on Business Performance. This research is also in accordance with the research of Laras & Maryani (2020) indicates that persuasion is part of Negotiation Skill activity or action in which the entrepreneurs have to be able to influence the consumers so that something that is expected by the consumers can be fulfilled, therefore creating mutually beneficial negotiated agreement that leads to Business Performance. The indicators that are used to test Negotiation Skill in this research consist of concession at the substantive level, and communication that aims to create value (Thompson *et al.*, 2010). From those two indicators, the highest respondents' response about Negotiation Skill is communication that aims to create value. The entrepreneurs need to create valuable communication so that can be able to make the customers fascinated towards product that is offered in which ultimately can make business negotiation successful.

In addition, the research result indicates that Entrepreneurial Orientation has positive influence on Business Performance through Negotiation Skill as mediation variable. In this case, compared to the direct influence of Entrepreneurial Orientation on Business Performance that has positive influence significantly, therefore it can be drawn conclusion that the role of Negotiation Skill as mediation influences the relationship between Entrepreneurial Orientation and Business Performance. Thus, this research model can be said partial mediation which means by involving mediation directly or indirectly, independent variable influences dependent variable. This result supports the research of Hendrayana (2020) states that there is significant influence between Entrepreneurial Orientation and Business Performance through the role of Negotiation Skill as mediation.

Moreover, this research proves that the role of Government Policy as moderation weakens the relationship between Entrepreneurial Orientation and Business Performance of government security system local content start-ups. While, the result of hypothesis test of Government Policy on Business

Performance of government security system local content start-ups has positive influence. For the result of this research is appropriate with the research that is done by Purwidianti & Rahayu (2015) shows that Government Policy has positive influence on Business Performance.

Furthermore, the role of Business Strategy as mediation does not influence the relationship between Digital Literacy and Business Performance. The result of this research is suitable with the research of Adisti *et al*., (2022) indicates that Digital Literacy influences Business Strategy either directly or indirectly through digital transformation. The result of this research is in line with the research of Paylosa, (2014) proves that Business Strategy does not influence significant and negative on Business Performance. Thus, it can be drawn conclusion that the test result of Digital Literacy influences on Business Performance of government security system local content start-ups through Business Strategy mediation shows that unmediated which means without involving mediation variable, indirectly independent variable is able to influence dependent variable.

Based on the managerial implication of this research result, Digital Literacy is independent variable that is the most dominant influences Business Performance of government security system local content start-ups. Negotiation Skill also has important role between the relationship of Entrepreneurial Orientation and Business Performance. Negotiation Skill is important to be owned by entrepreneurs to achieve the goal agreement and pretension between entrepreneurs and customers in order to increase Business Performance. While, the role of Business Strategy does not influence the relationship between Entrepreneurial Orientation and Business Performance. Likewise, the role of Government Policy even weakens the relationship of Entrepreneurial Orientation and Business Performance. The finding of this research is expected to be able to give contribution and input for the entrepreneurs of government security system local content start-ups by using digital literacy technology or go digital to reach wide market so that can be able to create competitive advantage in the midst of very tight competition especially in new normal era.

The theoretical implication based on the results of this research is in line and strengthen Literacy and Digital theory because of being the important factors in the success of Business Performance of government security system local content start-ups. Digital Literacy is start-up business technological system in which later determines the direction of movement or start-ups that are carried out by the entrepreneurs. Digital Literacy starts from computer literacy and information that is able to make Business Performance of government security system local content start-ups to be more increased, that is, being the business which is easier to be reached by the customers because of the unlimitedness by distance. Therefore, Digital Literacy is very important and needed by the entrepreneurs. Hence, Digital Literacy plays an important role in determining better business position in global market in order to strengthen Business Performance in the amidst intense competition.

Meanwhile, the result of this research supports Skill and Negotiation theory, because Negotiation Skill becomes important key to get the customers. This Negotiation Skill is needed when the entrepreneurs offer products and also at the time of doing dialogue with the customers. In this research, Negotiation Skill is the negotiation that is intended to support business success process which leads to Business Performance.

Thus, the result of this research is appropriate and strengthen Entrepreneurship theory, because Entrepreneurial Orientation can be the most measurement method about how a business is organized and be entrepreneurial contribution towards Business Performance. The role of Entrepreneurial Orientation, as one of those involved product innovations in the market, makes a little effort to take risk, be proactive, and provide a breakthrough to beat competitors.

5. Conclusion

In conclusion, this study provides useful empirical analysis of how Entrepreneurial Orientation, Digital Literacy, Negotiation Skill, Business Strategy and Government Policy impact Indonesian security

system start-ups. The results confirm that fostering Entrepreneurial Orientation and Digital Literacy skills can directly strengthen Business Performance. However, the relationships between variables are complex. Using Business strategy as a mediator did not significantly influence Business Performance, while Government Policy dampened the influence of Entrepreneurial Orientation. This highlights the need for a nuanced understanding when examining start-up success factors. The research makes key contributions to entrepreneurship literature, especially in the Indonesian context. Further studies should build on these findings by utilizing larger, more representative samples and considering additional variables at play. Practically, the analysis suggests security system entrepreneurs must actively develop entrepreneurial mindsets, digital capabilities, and negotiation skills while also paying close attention to policy changes. By continuing to uncover the intersecting drivers of start-up performance, researchers can support more effective practices and policies in this vital industry.

Further research can do retest in different context with other variables. This thing can occur, because this research analyses Business Performance of government security system local content start-ups in new normal era in which the consumer behaviours are very different compared to the time before pandemic. This research is inseparable from limitation, that is, the number of respondents in this research is 145 respondents that were only done in government security system local content start-ups that are located in capital city of DKI Jakarta, therefore this research has not been able to represent government security system local content start-ups in all of the provinces in Indonesia. The similar research in other districts can have different result so that further research can add the number of respondents and coverage of distribution locations throughout Indonesia.

Based on the research limitations that have been conveyed above, research suggestions as follow: Firstly, the result of the research indicates that Digital Literacy as strong predictor in predicting Business Performance of government security system local content start-ups. Thus, the researcher encourages future research to further develop factors that can improve Digital Literacy so that Business Performance continues to increase. Secondly, future researchers are expected to be able to research other variables and qualitative research method as well as other data processing methods with a larger number of respondents throughout Indonesia. Finally, a lot of government security system local content start-ups recently have to transform to digital technology. This trend is also predicted will persist in the recent new normal era. To respond the change and adapt to future trend, the start-up entrepreneurs of government security system local content need to do various ways to improve the products by using sophisticated technological system local content but with affordable selling price which is appropriate with Government Policy that has been applied.

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