

The Influence of Entrepreneurial Factors on Resources Orchestration and Their Implications for Innovation Performance

Boedi Santoso, Sam'un Jaja Raharja^{*}, Margo Purnomo

Department of Business Administration Padjadjaran University, Indonesia

budi19003@mail.unpad.ac.id, s.raharja2017@unpad.ac.id(*Corresponding Author*),
purnomo@unpad.ac.id

Abstract: This study was conducted to analyze the potential positive and significant contributions of entrepreneurial mindset, culture, and leadership to resource orchestration, and their impact on the augmentation of innovation performance and organizational resilience, particularly in the face of the COVID-19 pandemic. In addition, the study was performed within Regional Owned Enterprises (ROE) under the auspices of the Jakarta Provincial Government. This study involved 146 participants representing diverse hierarchical levels selected through the Stratified Random Sampling technique using a quantitative methodology. The data were analyzed using Structural Equation Modeling and the relative relevance of entrepreneurial mindset, Culture, and Leadership factors were reported concerning resource orchestration patterns. The results showed that entrepreneurial mindset and culture were significant and positively correlated factors influencing resource orchestration, contributing to improved organizational innovation performance. However, the factor of entrepreneurial leadership did not have a significant impact on triggering resource orchestration within companies without affecting innovation performance. This study provided empirical evidence and insights for stakeholders, suggesting that organizations with a strong entrepreneurial mindset and entrepreneurial culture were more likely to enable resource orchestration, resulting in less susceptibility to significant performance fluctuations during leadership changes. The results offered valuable information and analysis for observers and readers in the field of Corporate Strategic Entrepreneurship.

Keywords: Entrepreneurial Mindset, Entrepreneurial Culture, Entrepreneurial Leadership, Resource Orchestration, Regional Owned Enterprise, Strategic Entrepreneurship

1. Introduction

Crises are changing the way companies conduct business activities, including the impact of the Covid-19 pandemic. Furthermore, the pandemic fulfills the indications of the fourth crisis type as defined by Boin & Lodge (2016), crossing geographical and policy boundaries. In the business context, Ivanov & Dolgui (2020) stated that COVID-19 breached companies boundaries and had wide-ranging simultaneous impacts across various sectors on a global scale. Every company faces uncertainty regarding the duration of these changes. The pandemic also accelerated digital technology innovation due to the heightened reliance of society on technology. The second wave of disruption is a continuation of previous disruption phenomena through e-commerce and online transportation (Defendi et al., 2021; Nanda et al., 2021; Rosita et al., 2023).

Opportunities often emerge during crisis, and this perspective is widely embraced by individual and organizational entrepreneurs spanning diverse sectors (Davidavičienė & Raudeliūnienė, 2022). The entrepreneurial shifts often lead to challenges and entrepreneurial opportunities for those who adopt or embrace entrepreneurship (Colombo et al., 2021; Kusa et al., 2022; Moyle et al., 2020). Crises frequently compel individuals or organizations to adopt entrepreneurship (Dias et al., 2021; Purnomo et al., 2019). In the entrepreneurial context, they are seen as agents of more permanent change, fostering new business environments to stimulate new entrepreneurial opportunities (Belousova et al., 2021). Academically, Belousova et al. (2021) explained that crisis periods were crucial for entrepreneurship. For instance, COVID-19 crisis triggered entrepreneurial opportunities, unleashing a Schumpeterian wave of disruption in Industry 4.0 and expediting the adoption of entrepreneurship in corporate governance (Davidsson et al., 2021). The pandemic functions as a coercive force that drives the birth of new ideas, discoveries, and innovations. According to Sharma et al. (2020), nearly every crisis exhibits disruptive trends, including demand uncertainty, increased technological roles in achieving agility, and a heightened focus on collaborative, social, and environmental innovation.

The ability of PT. Food Station Tjipinang Jaya as one of the Regional Owned Enterprises (ROE) of Jakarta Province to explore and leverage innovation is closely tied to the resource management capabilities of companies. The strong entrepreneurial function within the business administration serves as empirical and academic reasoning for explaining why PT. Food Station Tjipinang Jaya has managed to survive and thrive even in its 50th year. From an entrepreneurship perspective, this success is intricately linked to entrepreneurial mindset, culture, and leadership embedded within the working environment of PT. Food Station Tjipinang Jaya.

Resource orchestration is the coordinated management and direction of existing resources to achieve predetermined goals (Ghalwash & Ismail, 2022). In a rapidly changing disruptive era, characterized by swift technological shifts and market demand changes, resource this variable becomes important for companies and presents entrepreneurial opportunities (Wales et al., 2013). Companies that practice resource orchestration can optimize and integrate existing resources, including human resources, financial resources, and other assets influencing the competitive advantage of companies in the market (Purbasari & Raharja, 2023; Sirmon et al., 2011). Favorable actions or strategies can be adopted in response to change by swiftly and accurately reallocating resources, enabling them to adapt to market shifts (Zhang et al., 2022). Besides effective resource management, entrepreneurship can drive companies to explore and capitalize on new opportunities in the market (Lee et al., 2022). This study is grounded in the development of the Resource-Based View (RBV) theory related to Strategic Entrepreneurship in companies, which includes entrepreneurial mindset, culture, and leadership influencing the orchestration of companies resources. This has the potential to optimize resource use, seize business opportunities, apply creativity, and develop innovation, leading to competitive advantages to generate new values (Ireland et al., 2003; Wright et al., 2012; Ziyae & Sadeghi, 2020).

The constituents of strategic entrepreneurship, specifically the dimensions of entrepreneurial mindset, culture, and leadership, include the formulation of ingenious business strategies. These

strategies address prevailing market exigencies and openings, as well as aspire to forge novel prospects through pioneering innovations (Naeiji & Siadat, 2019; Stokvik et al., 2016; Utoyo et al., 2020). Companies tend to be more proactive in seeking and effectively using available resources to achieve the goals (Kuratko et al., 2023). According to Kuratko (2017) and Morris et al. (2010), the concept enhances the ability to identify business opportunities, innovate, and take risks. Resource orchestration involves allocation in managing different organizational assets such as workforce, capital, technology, and time (Zahra & Nambisan, 2012). The relationship between entrepreneurial factors and resource management can support efforts to generate innovation and improve performance (Kuratko et al., 2015; Kusa et al., 2022). There is a perceived importance in examining strategic entrepreneurship to enhance resource orchestration within the disruptive environment of the food companies. However, theoretical gaps and limited empirical studies exist concerning strategic entrepreneurship and resource orchestration in disruptive environments, specifically under pandemic conditions, which demand resource use for survival. This study investigates the factors within the strategic entrepreneurship process, comprising entrepreneurial mindset, culture, and leadership, in relation to resource orchestration.

2. Review of Literature

2.1. The Relationship between Entrepreneurial Mindset and Resource Orchestration

The environmental factors of companies hold significant implications for strategic innovation decisions, particularly in companies sensitive to social and environmental issues (González-Ramos et al., 2018; Putra et al., 2021). In facing these challenges, managers need entrepreneurial mindset to effectively use resources and create sustainable value (Jabeen et al., 2017; Lombardi et al., 2021). Entrepreneurial mindset is a method of thinking that focuses on capitalizing on uncertainty (McGrath & MacMillan, 2000; Utoyo et al., 2020). Resource orchestration involves managerial actions to facilitate efforts in effectively managing companies resources (Hitt et al., 2011; Ndofor et al., 2011). Therefore, these two concepts are related, as entrepreneurial mindset can influence how managers orchestrate resources within companies (Yu & Wang, 2021; Zeng & Khan, 2019). Managers with entrepreneurial mindset tend to seek new opportunities with measured risk-taking, enabling them to allocate and identify untapped resources.

2.2. The Relationship between Entrepreneurial Culture and Resource Orchestration

Entrepreneurial culture entails beliefs, norms, and values accepted by individuals, determining how companies behave and achieve the goals (Deal & Kennedy, 2008). Therefore, entrepreneurial culture influences individual behaviors, including the awareness to enhance their performance (Irfan et al., 2023; Pudjiarti & Hutomo, 2020). This shows that the variable plays an important role, necessitating the internalization of behaviors to enhance employees performance within companies (Almerri, 2023; Ertosun & Adiguzel, 2018). In disruptive business environments, entrepreneurial culture is essential, promoting individuals to innovate, be proactive, and take risks (Nikolova-Alexieva et al., 2020; Opper & Andersson, 2019). In the context of resource orchestration, companies tend to allocate resources to support innovation efforts in achieving competitive advantage (Hayton & Cacciotti, 2013; Rehman et al., 2022).

2.3. The Relationship between Entrepreneurial Leadership and Resource Orchestration

Entrepreneurial leadership is a fusion of entrepreneurship (Schumpeter, 1934), orientation (Covin & Slevin, 1988; Miller, 1983), management (Stevenson & Jarillo, 1990), and leadership concepts (Fontana & Musa, 2017). The variable can be defined as the process of influencing the organization through leadership and direct involvement in creating value for stakeholders to seek new opportunities (Darling

et al., 2007; Koryak et al., 2015). Therefore, it is likely to lead to a strong vision and promote creative thinking and risk-taking to achieve company goals (He et al., 2017). The variable can adapt to disruptive environments, by allocating resources to achieve business success in a competitive market. Companies are driven to explore different ways to enhance innovation capabilities (Hoang et al., 2023; Lin & Yi, 2023).

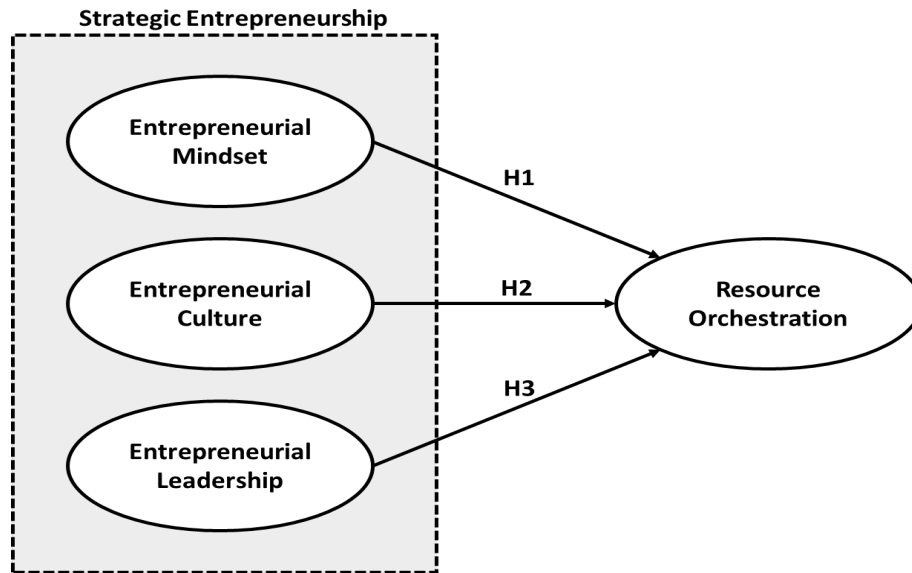


Fig.1: Study Hypothesis Model

3. Methodology

This study used a quantitative method through a survey with a questionnaire distributed among 6 levels of managerial structure employees at PT. Food Station Tjipinang Jaya, Jakarta (Table 1). The sampling method used was probability-based, through stratified random sampling. The total number of respondents at each managerial level was subjected to a Slovin test with a significance level of 0.05 to determine the sample size. Subsequently, proportions were applied to the managerial structure levels as presented in Table 1. The sample is shown in Figure 1, showcasing the Hypothesis Model for the relationships between entrepreneurial mindset, culture, and leadership.

The analysis technique used the Structural Equation Model (SEM) with the Partial Least Squares (PLS) approach using SmartPLS 3.2.9 software. The outer model design covered construct reliability and validity, examining the items, outer loadings (LO), Cronbach's alpha (CA), composite reliability (CR), and average variance explained (AVE). Discriminant validity was assessed using the Fornell-Larcker criterion and the outer model design incorporated bootstrapping with path coefficients to examine the hypothesis testing of the relationships between variables.

Table 1. Study Sample

Level	Managerial Structure	Sample
Level 1	Commissioner	2
Level 2	Management	2
Level 3	Division Head	3
Level 4	Head of Department	9
Level 5	Section Chief	19
Level 6	Staff	111
Total		146

Source: Processed by the author (2023)

4. Study Result

4.1. Respondents

The description of respondents included gender, age, education, and employee positions within companies. These characteristics can be seen in Table 2 as follows.

Table 2. Characteristics of Respondents

Demographical Aspects	Frequency	Percent (%)
Gender (total)	146	100
Male	122	83,6
Female	24	16,4
Age categories (total)	146	100
20-24	14	9,6
25-29	37	25,3
30-34	31	21,2
35-39	16	11,0
40-44	19	13,0
45-49	15	10,3
50-54	11	7,5
55-59	2	1,4
60-64	1	0,7
Education (total)	146	100
SMP	1	0,7
SMA/SMK	55	37,7
D3	10	6,8
S1	72	49,3
S2	7	4,8
Preference not to identify	1	0,7
Position (total)	146	100
Directors	2	1,4
Business Development	1	0,7
Finance	12	8,2
Internal Supervisor Unit	3	2,1
Sales Operational	25	17,1
HRD & General Affair	7	4,8
Companies Secretary	6	4,1
PIBC	22	15,1
Supply Chain	56	38,4
Development Project	2	1,4
Commercial	6	4,1
Information Technology	2	1,4
Commissioner	2	1,4

Source: Processed by the author (2023)

4.2. Outer Model Design

Partial least squares-based structural equation modeling (PLS-SEM) was used to examine the psychometric properties of scales and test hypotheses. PLS-SEM was suitable for testing the model as the study revolved around entrepreneurial mindset, culture, and leadership, as well as resource orchestration, which was in the exploratory stage. This study recommended the model as a preferred analysis method in such situations (Hair Jr et al., 2014; Henseler et al., 2015; Sarstedt et al., 2014). Furthermore, PLS-SEM did not impose regression- or covariance-based SEM limitations such as normal distribution, minimum sample size, and model complexity (F. Hair Jr et al., 2014).

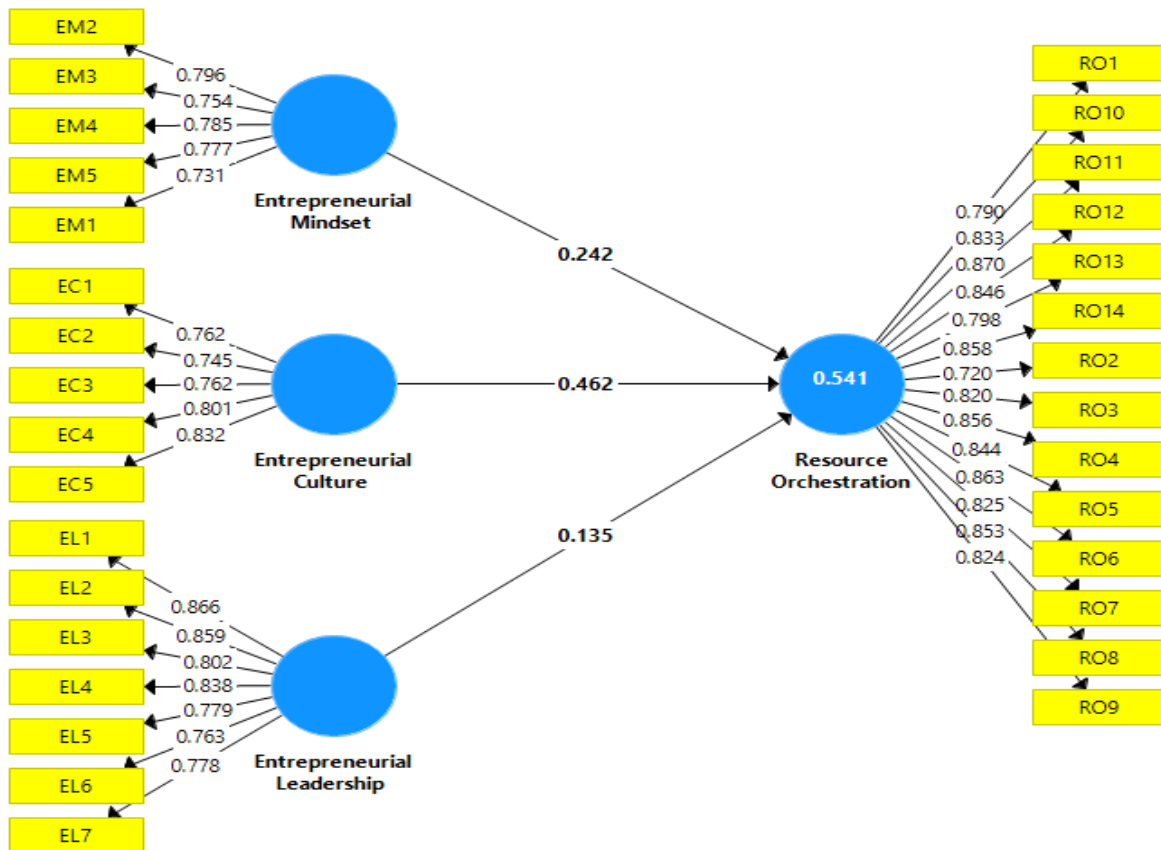


Fig.2: Outer Model Design

The stages in the outer model design using PLS algorithm analysis in Figure 2 used convergent validity to determine the validity of each relationship between indicators and their latent variables by examining outer loadings. Loading factor values were greater than 0.7 and considered valid when the average variance extracted (AVE) value was above 0.5 (Chin, 2009). Entrepreneurial mindset, culture, and leadership, as well as resource orchestration variables, had average outer loadings above 0.7, showing that all indicators fulfilled convergent validity with high values. The AVE values were above 0.50, indicating that all variables had good convergent validity (Sekaran & Bougie, 2016). Composite reliability for each variable was above 0.7, hence the instrument possessed high consistency and precision in measurement (Hair et al. 2014). The Cronbach's alpha values average above 0.6 for all variables showed the reliability of the instrument (Ghozali, 2016). Based on the convergent validity, composite reliability, and Cronbach's alpha, the indicators within each variable could be used for further analysis (Hair Jr et al., 2014; Leguina, 2015).

Table 3. Results of a Reflective Model

Construct	Indicator	Outer Loadings	Cronbach's Alpha	Composite Reliability	AVE
Entrepreneurial Mindset	EM1	0.731	0.827	0.878	0.591
	EM2	0.796			
	EM3	0.754			
	EM4	0.785			
	EM5	0.777			
Entrepreneurial Culture	EC1	0.762	0.840	0.887	0.610
	EC2	0.745			
	EC3	0.762			
	EC4	0.801			
	EC5	0.832			
Entrepreneurial Leadership	EL1	0.866	0.914	0.932	0.661
	EL2	0.859			
	EL3	0.802			
	EL4	0.838			
	EL5	0.779			
	EL6	0.763			
	EL7	0.778			
Resource Orchestration	RO1	0.789	0.965	0.969	0.688
	RO2	0.720			
	RO3	0.820			
	RO4	0.856			
	RO5	0.844			
	RO6	0.863			
	RO7	0.825			
	RO8	0.853			
	RO9	0.824			
	RO10	0.832			
	RO11	0.870			
	RO12	0.846			
	RO13	0.798			
	RO14	0.857			

Source: Obtained using SmartPLS software

The discriminant validity of the variables was determined. Discriminant validity assessed how a variable differed from another within the model. The most conservative way was by using the Fornell-Larcker criterion, which compared the correlation with other latent variables (Fornell & Larcker, 1981; Hair Jr et al., 2014; Leguina, 2015). Table 4 showed that discriminant validity was fulfilled, with entrepreneurial culture at 0.781 compared to the correlation values of latent variables. The same value was applied to entrepreneurial leadership, entrepreneurial mindset, and resource orchestration at 0.813, 0.769, and 0.829, respectively. Therefore, the indicators used in this study had good discriminant validity in constructing each variable (Sekaran & Bougie, 2016).

Table 4. Fornell–Larcker Criterion to Discriminant Validity of the Model

Description	Entrepreneurial Culture	Entrepreneurial Leadership	Entrepreneurial Mindset	Resource Orchestration
Entrepreneurial Culture	0.781			
Entrepreneurial Leadership	0.494	0.813		
Entrepreneurial Mindset	0.721	0.424	0.769	
Resource Orchestration	0.703	0.467	0.632	0.829

Source: Obtained using SmartPLS software

4.3. Inner Model Design

The evaluation of the structural model was tested using bootstrapping, examining path coefficients that yielded a t-value. Furthermore, when the t-statistic value > 1.96 with a significance level of p-value 0.05 (5%), it was considered significant. Based on the bootstrapping calculations presented in Table 5, the calculated t-value for the influence of entrepreneurial mindset on resource orchestration was 5.134, which was greater than 1.96, indicating significance. The influence of entrepreneurial culture on resource orchestration had a calculated t-value of 1.469, which was less than 1.96, indicating non-significance. The calculated t-value for the influence of entrepreneurial leadership on resource orchestration was 2.506, which was greater than 1.96, indicating significance.

Table 5. Structural Model

Description	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Entrepreneurial Culture -> Resource Orchestration	0.462	0.467	0.090	5.134	0.000
Entrepreneurial Leadership -> Resource Orchestration	0.135	0.129	0.092	1.469	0.142
Entrepreneurial Mindset -> Resource Orchestration	0.242	0.251	0.096	2.506	0.012

Source: Obtained using SmartPLS software

5. Discussion

The results of the first hypothesis testing confirm the concept that entrepreneurial mindset is a method of thinking in business focused on capturing the benefits of uncertainty, contributing to competitiveness and wealth creation (McGrath & MacMillan, 2000). Companies with entrepreneurial mindset tend to have the ability to maximize and creatively use existing resources (McLarty et al., 2022). Companies can identify business opportunities around them and think outside the box to optimize the use of available resources (Daspit et al., 2023). Moreover, companies with entrepreneurial mindset possess the capability to overcome challenges and problems encountered within companies (Basu et al., 2022). They can seek effective and efficient solutions, saving costs and maximizing resource use (Hazem et al., 2020). Entrepreneurial mindset directly aids in enhancing resource use productivity and accelerating business growth (Gonthier & Chirita, 2019). This assists companies in achieving business success and profitability (Hazem et al., 2020; Shirokova et al., 2019).

The results are confirmed by the board of directors, who expect PT. Food Station Tjipinang Jaya employees not to have a mental block. Every employee is promoted to voice their opinions since there are no right or wrong opinions. The diversity of opinions from employees contributes to the potential and opportunities of companies. For example, in the business development department, there was an idea to develop a new product at PT. Food Station Tjipinang Jaya. This new product plan should be subjected to feasibility and marketability study involving the product development department, followed by financial assessments to project the profitability of the new product idea. Therefore, the

introduction of a new product triggers resource orchestration across divisions to realize the collaborative idea-driven product.

The second hypothesis testing is consistent with Brownson, (2013), where entrepreneurial culture was an environment promoted to innovate, create, and take calculated risks. Fostering entrepreneurial culture promotes employees to exchange thoughts on new ideas to enhance performance and competitive edge in the market (Brownson, 2013; Maier et al., 2014). In companies, entrepreneurial culture directly impacts employees behavior, fostering a unique environment rich in new ideas and concepts for seeking new opportunities using the existing resources (Amo, 2010; Bakhov et al., 2020). This is accomplished to maximize the potential within companies in line with the resource-based view perspective in achieving competitive advantage (Mahmood & Hanafi, 2013)

The results are confirmed by the Head of the HR Department, the Head of the Modern Trade Department, and the division heads since the culture involves internal and external parties, facilitating harmonious interactions. Employees are allowed to participate in selling hampers packages to earn points, which can be redeemed for rewards. Another example involves inviting independent professionals through the associate sales consultant program, where they act as traders to assist sales with specific incentive schemes. Furthermore, community involvement activities, such as engaging women research group participants or other Community-Based Organizations to start selling PT. Food Station Tjipinang Jaya products, are another example.

Entrepreneurial leadership empowers organizations to adopt processes that strengthen the culture of innovation by identifying and using opportunities to enhance organizational performance, creatively solving problems, and using organizational resources (Rae, 2017). However, it was found that the variable did not directly influence resource orchestration. There are other factors, such as culture, characteristics, and types of companies, influencing this relationship, indicating the possibility of additional factors.

The results are confirmed by employees representatives at each managerial level, which become less significant due to the strong existing entrepreneurial culture. The strong entrepreneurial culture remains unaffected even during leadership transitions. Leadership did not stand out in terms of impact on resource orchestration. Innovation, collaboration, and professionalism were established as core values and entrepreneurial culture within companies.

6. Conclusion

In conclusion, within the context of ROE, the challenge was to survive and thrive during the COVID-19 pandemic, accompanied by limited resources and financial capabilities, which were unique challenges for the management. However, companies orchestrated the limited resources effectively with a well-established entrepreneurial mindset and culture pervading companies. This was accomplished through active engagement in strategic entrepreneurship activities, facilitated by resource orchestration and the endeavors resulted in commendable achievements in terms of innovative performance. Entrepreneurial leadership did not significantly influence resource orchestration due to specific challenges. This presented an interesting opportunity for further exploration and served as an inspiring topic to understand the strategic stages in using entrepreneurial opportunities. The result served as a reference for other ROE that implemented strategic entrepreneurship, particularly regarding the factors of entrepreneurial mindset, culture, and leadership concerning resource orchestration.

This study possessed several limitations, such as respondents perspectives on the managed conditions of companies. It introduced measurement bias due to varying levels of perception or knowledge gaps among the respondents. This was a basis for further analysis of strategic entrepreneurship, particularly exploring factors such as entrepreneurial mindset, culture, and leadership in resource orchestration. Future examinations attempted to test newly developed factors, as well as explore various settings and samples.

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Appendix A: Scale Development

Construct	Indicators	Item
Entrepreneurial Mindset	EM1	Recognize <i>entrepreneurial</i> opportunities
	EM2	Be recognized in the industry the company is in
	EM3	Allocating its resources as an investment
	EM4	Design the necessary policies
	EM5	Define lists of scenarios
Entrepreneurial Culture	EC1	Be open to changing environments
	EC2	Responsive to change and adaptable
	EC3	Develop new ideas on products
	EC4	Support employees
	EC5	Appreciate employees working innovatively
Entrepreneurial Leadership	EL1	Breakthrough ideas
	EL2	Identify new opportunities
	EL3	Take risks
	EL4	Give creative thoughts
	EL5	Communicate the vision
	EL6	Encourage team members to work innovatively
	EL7	Challenge his team to criticize business processes
Resource Orchestration	RO1	Resource integration
	RO2	Resource expansion
	RO3	Gathering key information
	RO4	Integrating new products
	RO5	Integrating knowledge
	RO6	Following up on changes
	RO7	Follow up evaluation
	RO8	Maintenance of various systems
	RO9	Implementation of resource integration
	RO10	Finding new resources
	RO11	Creating a new system
	RO12	Assess the resources
	RO13	Assess core technology
	RO14	Heterogenize the management of various resources