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The Influence of Entrepreneurial Orientation and Learning Orientation on SME Performance through Business Model Innovation

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Abstract

The fluctuating performance of Micro, Small, and Medium Enterprises (MSMEs) in Pasuruan Regency highlights the need to strengthen internal organizational capabilities and adaptive business strategies. This study aims to examine the effects of Entrepreneurial Orientation and Learning Orientation on MSME Performance, both directly and indirectly through Business Model Innovation. A quantitative explanatory design was employed involving 100 MSME owners, founders, and key managers selected through purposive sampling. Data were collected using questionnaires and analyzed through Partial Least Squares Structural Equation Modeling with SmartPLS 4.0. The findings indicate that Entrepreneurial Orientation and Learning Orientation significantly affect both Business Model Innovation and MSME Performance. Business Model Innovation also significantly influences MSME Performance and partially mediates the relationships between Entrepreneurial Orientation and MSME Performance and between Learning Orientation and MSME Performance. These results demonstrate that entrepreneurial and learning capabilities contribute to firm performance not only directly but also through their translation into business model innovation. The study contributes to the understanding of how internal strategic orientations and business model innovation interact in shaping MSME performance and implies that MSMEs should continuously transform entrepreneurial and learning capabilities into business model innovation to strengthen competitiveness, adaptability, and sustainable performance.

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Keywords: Business Model Innovation; Entrepreneurial Orientation; Learning Orientation; MSME Performance; Sustainable Performance

INTRODUCTION

The increasingly dynamic business environment requires Micro, Small, and Medium Enterprises (MSMEs) not only to increase the number of businesses but also to renew the way they operate (Anggraini, 2022). In Indonesia, MSMEs play a major role in the economy and employment. In Pasuruan Regency, MSME activity has shown a positive trend, but business turnover growth has fluctuated (Zahroh, 2026). The data used in this study show that micro-enterprise turnover growth was 2.92% in 2020, 1.90% in 2021, increased sharply to 106.56% in 2022, then declined to 3.43% in 2023 and 0.58% in 2024. This condition indicates that growth in the number of businesses has not always been accompanied by stable and sustainable performance.

This situation highlights the importance of MSME owners' internal capabilities in responding to market changes (Sumarlin & Nuvriasari, 2024). Entrepreneurial Orientation reflects a tendency to be innovative, proactive, and willing to take risks (Buli, 2017). This orientation helps business actors identify opportunities, try new strategies, develop products, and face competition. On the other hand, Learning Orientation is associated with the willingness to acquire knowledge, learn from experience, share knowledge, and adapt to change. These two orientations constitute internal capabilities that can encourage business model renewal (Mason et al., 2015).

Business Model Innovation is important because changes in the business environment cannot be addressed merely by adding products (Hasanudin et al., 2025). Purbawati et al. (2023) showed that MSMEs also need to renew how they create, deliver, and capture value. In this study, business model innovation may include the use of social media and marketplaces, online sales or ordering, service improvements, packaging innovation, adjustments to promotional strategies, changes in distribution channels, and the development of new revenue sources. Therefore, Business Model Innovation is positioned as a mechanism that bridges Entrepreneurial Orientation and Learning Orientation with SME Performance (Jr et al., 2021).

Previous studies provide empirical support for these relationships. Ferreras-Méndez et al. (2021) demonstrated a positive relationship between entrepreneurial orientation and strategic innovation, while Perera et al. (2026) highlighted the importance of learning orientation in promoting business model innovation. Mfarrej et al. (2025) and Kusa et al. (2021) confirmed the relevance of Entrepreneurial Orientation to SME performance. Aloulou, (2018) as well as Wahyono & Hutahayan (2021) showed that learning orientation is associated with increased innovation and performance. Bashir et al., (2023) also positioned Business Model Innovation as a strategic mechanism associated with SME Performance.

Although the relationships among these variables have been widely studied, this research focuses on integrating Entrepreneurial Orientation, Learning Orientation, Business Model Innovation, and SME Performance among cross-sector MSMEs in Pasuruan Regency (Iyiola et al., 2023). The novelty of this study lies in testing Business Model Innovation as a mediating variable that explains how internal orientations of business owners are translated into improved performance in a local context. The analytical framework is primarily based on Dynamic Capabilities Theory, which views sensing, seizing, and reconfiguring capabilities as the basis for organizations to adapt resources and business models to environmental changes (Majali et al., 2022)

This study aims to analyze the influence of Entrepreneurial Orientation on Business Model Innovation and SME Performance, the influence of Learning Orientation on Business Model Innovation and SME Performance, the influence of Business Model Innovation on SME Performance, and the role of Business Model Innovation in mediating the effects of Entrepreneurial Orientation and Learning Orientation on SME Performance among MSMEs in Pasuruan Regency (Wu et al., 2024).

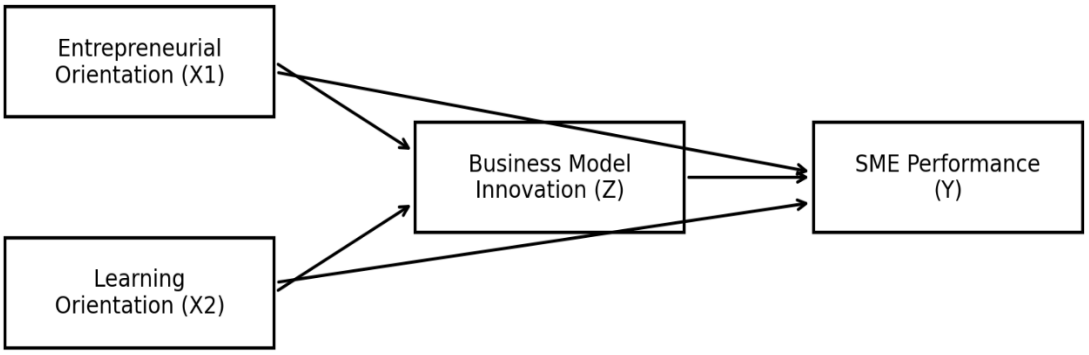


Figure 1. Research Model

Figure 1. Research Model presents the proposed research model illustrating the relationships among Entrepreneurial Orientation, Learning Orientation, Business Model

Innovation, and SME Performance. The model positions Entrepreneurial Orientation and Learning Orientation as the main explanatory variables that influence both Business Model Innovation and SME Performance (Hardilawati et al., 2023). Business Model Innovation is further proposed as an intervening variable that connects the internal capabilities of MSME owners with business performance outcomes. In this framework, Entrepreneurial Orientation reflects the ability to act proactively, innovatively, and with a willingness to take risks, while Learning Orientation represents the capacity to acquire, share, and apply knowledge in response to changing business conditions (Al-Adwan & Yaseen, 2023). Business Model Innovation is expected to strengthen SME Performance by enabling businesses to improve how they create, deliver, and capture value. Accordingly, the model also examines the mediating role of Business Model Innovation in explaining the indirect effects of Entrepreneurial Orientation and Learning Orientation on SME Performance.

METHODS

This study used a quantitative approach with an explanatory research design (Sugiyono, 2021). The design was employed to examine causal relationships among the variables, namely Entrepreneurial Orientation (X1), Learning Orientation (X2), Business Model Innovation (Z), and SME Performance (Y). The research was conducted in Pasuruan Regency, with cross-sector MSME owners as the research subjects.

The study population consisted of MSMEs in Pasuruan Regency. The research document recorded a population of 248,081 MSMEs, comprising 237,352 micro enterprises, 10,564 small enterprises, and 885 medium enterprises. The sample consisted of 100 respondents. The sample size was determined using the Slovin approach with a 10% margin of error, while respondents were selected using purposive sampling to ensure that their characteristics were consistent with the research objectives.

The respondent criteria were: (1) the business had been operating for at least one year; (2) the respondent was the owner, founder, or key manager who understood the business decision-making process; and (3) the business had previously made an update or change in at least one aspect of its business model, such as products/services, business activities, technology, services, sales/distribution channels, or revenue-generation mechanisms. Data were collected through a survey using a questionnaire with a Likert scale.

Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS 4.0 (Sugiyono, 2021). Evaluation of the measurement model included convergent validity through outer loadings and Average Variance Extracted (AVE), discriminant validity through cross loadings, and reliability through Cronbach's Alpha and Composite Reliability. The structural model was evaluated using path coefficients, specific indirect effects, R-Square, f-Square, and predictive relevance (Q^2). Hypothesis testing was based on t-statistics > 1.96 and p-values < 0.05. The research instrument was considered reliable when Cronbach's Alpha and Composite Reliability were ≥ 0.70 and AVE was ≥ 0.50.

RESULTS

The measurement model assessment indicated that all constructs satisfied the required validity and reliability criteria. The outer loading values exceeded the recommended threshold of 0.60, with values ranging from 0.681 to 0.882 for Entrepreneurial Orientation, 0.748 to 0.866 for Learning Orientation, 0.637 to 0.900 for SME Performance, and 0.774 to 0.868 for Business Model Innovation. In addition, the cross-loading assessment confirmed that each indicator loaded highest on its respective construct, indicating that the indicators adequately represented the variables under investigation.

Table 1. Construct Reliability and Validity

Variable	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Business Model Innovation (Z)	0.757	0.768	0.860	0.673
Entrepreneurial Orientation (X1)	0.932	0.939	0.943	0.650
Learning Orientation (X2)	0.839	0.884	0.888	0.665
SME Performance (Y)	0.909	0.912	0.929	0.655

Source: SmartPLS 4 data processing, 2026

Table 1. Construct Reliability and Validity presents the reliability and convergent validity results for the four constructs. The Cronbach's Alpha, rho_A, and Composite Reliability values for all variables were above 0.70, confirming satisfactory internal consistency. The AVE values ranged from 0.650 to 0.673, exceeding the minimum criterion of 0.50. These findings demonstrate that the measurement instruments were sufficiently reliable and that each construct achieved adequate convergent validity.

Table 2. Path Coefficients and Hypothesis Testing

Hypothesis	Relationship	Original Sample	T Statistics	P Values	Decision
H1	X1 → Z	0.514	6.090	0.000	Accepted
H2	X2 → Z	0.191	2.411	0.016	Accepted
H3	X1 → Y	0.181	2.139	0.032	Accepted
H4	X2 → Y	0.190	2.692	0.007	Accepted
H5	Z → Y	0.566	6.993	0.000	Accepted

Source: SmartPLS 4 data processing, 2026

Table 2. Path Coefficients and Hypothesis Testing reports the direct effects among the research variables. All five hypothesized relationships were positive and statistically significant, as indicated by t-statistics above 1.96 and p-values below 0.05. Entrepreneurial Orientation had a significant positive effect on Business Model Innovation (β = 0.514, t = 6.090, p < 0.001), while Learning Orientation also positively influenced Business Model Innovation (β = 0.191, t = 2.411, p = 0.016). Furthermore, Entrepreneurial Orientation significantly affected SME Performance (β = 0.181, t = 2.139, p = 0.032), as did Learning Orientation (β = 0.190, t = 2.692, p = 0.007). Business Model Innovation demonstrated the strongest direct effect on SME Performance (β = 0.566, t = 6.993, p < 0.001). Accordingly, all hypotheses from H1 to H5 were accepted

Table 3. Specific Indirect Effects

Hypothesis	Indirect Relationship	Original Sample	T Statistics	P Values	Decision
H6	X1 → Z → Y	0.291	3.920	0.000	Accepted
H7	X2 → Z → Y	0.108	2.169	0.030	Accepted

Source: SmartPLS 4 data processing, 2026

Table 3. Specific Indirect Effects shows the mediating effects of Business Model Innovation. The indirect effect of Entrepreneurial Orientation on SME Performance through Business Model Innovation was positive and significant (β = 0.291, t = 3.920, p < 0.001). Similarly, Learning Orientation had a significant indirect effect on SME Performance through Business Model Innovation (β = 0.108, t = 2.169, p = 0.030). These results confirm that Business Model Innovation functions as a significant mediating mechanism in both relationships, supporting the acceptance of H6 and H7.

Table 4. R-Square

Endogenous Variable	R-Square	Adjusted R-Square	Category
Business Model Innovation (Z)	0.385	0.372	Moderate
SME Performance (Y)	0.628	0.617	Moderate

Source: SmartPLS 4 data processing, 2026

Table 4. R-Square presents the explanatory power of the structural model. Business Model Innovation obtained an R^2 value of 0.385 and an adjusted R^2 of 0.372, indicating that Entrepreneurial Orientation and Learning Orientation jointly explained 38.5% of the variance in Business Model Innovation. Meanwhile, SME Performance recorded an R^2 value of 0.628 and an adjusted R^2 of 0.617, showing that Entrepreneurial Orientation, Learning Orientation, and Business Model Innovation explained 62.8% of the variance in SME Performance. Both endogenous constructs were categorized as having moderate explanatory power.

Table 5. Effect Size (f^2)

Relationship	f^2	Category
X1 → Z	0.351	Large
X2 → Z	0.048	Small
X1 → Y	0.053	Small
X2 → Y	0.076	Small
Z → Y	0.529	Large

Source: SmartPLS 4 data processing, 2026

Table 5. Effect Size (f^2) reports the contribution of each exogenous construct to the endogenous variables. Entrepreneurial Orientation had a large effect on Business Model Innovation ($f^2 = 0.351$), whereas Learning Orientation had a small effect ($f^2 = 0.048$). The effects of Entrepreneurial Orientation and Learning Orientation on SME Performance were also small, with f^2 values of 0.053 and 0.076, respectively. In contrast, Business Model Innovation showed a large effect on SME Performance ($f^2 = 0.529$), indicating its substantial contribution to explaining variations in SME Performance. In addition, the predictive relevance value ($Q^2 = 0.771$) indicated that the structural model possessed strong predictive relevance.

Overall, the results confirm that the measurement model demonstrated adequate reliability and validity, while the structural model supported all proposed direct and indirect relationships. Entrepreneurial Orientation and Learning Orientation positively influenced both Business Model Innovation and SME Performance. Business Model Innovation emerged as the strongest direct predictor of SME Performance and significantly mediated the effects of both orientations on performance. The model explained 38.5% of the variance in Business Model Innovation and 62.8% of the variance in SME Performance, with a Q^2 value of 0.771 indicating strong predictive relevance.

DISCUSSION

H1: Entrepreneurial Orientation → Business Model Innovation. The coefficient of 0.514, t=6.090, and p<0.001 indicate a positive and significant effect. This finding means that the stronger the entrepreneurial orientation, the greater the tendency of MSMEs to undertake business model innovation. In practice, innovative, proactive, and risk-taking attitudes can encourage the development of product variants, changes in design and packaging, the use of digital channels, and adjustments to sales methods. This result is consistent with Ferreras-Méndez et al. (2021) and (Bashir et al., 2023). From the perspective of Dynamic Capabilities Theory, these orientations support the sensing and seizing processes, which are subsequently translated through reconfiguring in the form of business model innovation.

H2: Learning Orientation → Business Model Innovation. The coefficient of 0.191, t=2.411, and p=0.016 indicate a positive and significant effect. MSME owners who are willing to learn, share knowledge, follow market developments, and study digital marketing have greater opportunities to renew their business models. Learning can be translated into changes in products, services, sales channels, and revenue strategies. This finding supports Perera et al. (2026), Kasmad et al. (2024) and Lestari et al. (2024) , who position knowledge and adaptive capabilities as drivers of innovation.

H3: Entrepreneurial Orientation → SME Performance. The coefficient of 0.181, t=2.139, and p=0.032 indicate a positive and significant effect. Entrepreneurial orientation helps business owners respond to competition by having the courage to identify opportunities, develop products, and try new business concepts. Its impact can be seen in increased customers, sales, profits, and the ability to sustain the business. This result is consistent with Mfarrej et al. (2025) and Kusa et al. (2021) , Although its direct effect is relatively small based on f^2=0.053, the relationship remains significant, indicating that Entrepreneurial Orientation remains an important factor in MSME performance.

H4: Learning Orientation → SME Performance. The coefficient of 0.190, t=2.692, and p=0.007 indicate a positive and significant effect. Learning processes enable business owners to obtain information from customers, experience, the environment, and market developments, and then use this information to improve business decisions. This finding supports Aloulou (2018) as well as (Wahyono & Hutahayan, 2021) . Thus, learning is not

merely an activity of acquiring information but also a capability that helps MSMEs improve business management and performance.

H5: Business Model Innovation → SME Performance. The coefficient of 0.566, t=6.993, and p<0.001 indicate a positive and significant effect and represent the largest direct effect in the model. This finding shows that renewing the ways of creating, delivering, and capturing value plays an important role in improving MSME performance. The use of marketplaces, online ordering, service improvements, packaging innovation, digital promotion, reservations, and the development of revenue sources are relevant examples of such renewal. The f^2 value of 0.529 also indicates a large contribution. This finding supports Bashir et al. (2023) Ibidunni et al. (2018).

H6: Entrepreneurial Orientation → Business Model Innovation → SME Performance. The indirect effect of 0.291 with t=3.920 and p<0.001 indicates that Business Model Innovation significantly mediates the relationship between Entrepreneurial Orientation and SME Performance. This means that the ability to identify opportunities and take proactive action has a greater impact when realized through the renewal of how businesses create and deliver value. This finding supports the view of Dynamic Capabilities Theory that internal capabilities need to be translated into reconfiguring in order to generate changes in performance.

H7: Learning Orientation → Business Model Innovation → SME Performance. The indirect effect of 0.108 with t=2.169 and p=0.030 indicates that Business Model Innovation also significantly mediates the relationship between Learning Orientation and SME Performance. Knowledge obtained from customers, experience, market trends, and digital learning becomes more valuable when applied to changes in products, services, sales channels, or revenue sources. Because the direct effects of X1→Y and X2→Y remain significant while the indirect effects are also significant, Business Model Innovation functions as a partial mediator.

Theoretically, the results strengthen Dynamic Capabilities Theory by showing that entrepreneurial orientation and learning orientation can be understood as internal capabilities that support sensing and seizing, while Business Model Innovation represents the reconfiguring process. Practically, the findings indicate that improving MSME performance cannot be achieved solely through entrepreneurial courage or learning activities in isolation,

but must be followed by the ability to transform the outcomes of these orientations into business model innovations that are relevant to market needs.

This study has limitations in terms of the number of respondents, which was 100, and the geographical scope, which focused on Pasuruan Regency; therefore, generalization to other regions or MSME characteristics should be made with caution. In addition, the model included only Entrepreneurial Orientation, Learning Orientation, and Business Model Innovation as predictors of SME Performance. Future research may expand the number and geographical coverage of respondents and consider Digital Capability, Market Orientation, Innovation Capability, Competitive Advantage, or Technology Adoption.

CONCLUSION

This study shows that Entrepreneurial Orientation and Learning Orientation have positive and significant effects on Business Model Innovation. Both orientations also have positive and significant effects on SME Performance, while Business Model Innovation is the variable with the strongest direct effect on SME Performance. Furthermore, Business Model Innovation was shown to significantly mediate the effects of Entrepreneurial Orientation and Learning Orientation on SME Performance, resulting in partial mediation.

The contribution of this study lies in explaining that the internal orientations of MSME owners become more effective in improving performance when translated into business model innovation. Practically, MSME owners need to strengthen their willingness to pursue opportunities, continuous learning, technology utilization, product and service development, and the renewal of sales channels and revenue sources. Future research is recommended to increase the sample size, expand the research area, and add other relevant variables to explain SME Performance.

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