
**BUSINESS PERFORMANCE OF SNACK FOOD MSMEs BASED ON
ENTREPRENEURIAL ORIENTATION, MOTIVATION, AND
ORGANISATIONAL COMMITMENT IN EAST BOGOR-SUB DISTRICT**

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Abstract

The aim of it is to analyse the impact of entrepreneurial orientation and motivation on business performance through organisational commitment in snack food MSMEs in East Bogor Sub-district, which has implications for improving business performance. The method used in this research is quantitative. The total sample in this study was 100 respondents using nonprobability sampling techniques and purposive sampling methods. The research data collected from the results of filling out the questionnaire and was analysed with path analysis techniques and the Sobel test. The research results show that: (1) entrepreneurial orientation and motivation have a direct and positive influence on organisational commitment and business performance; (2) organisational commitment has a direct and positive impact on business performance; (3) entrepreneurial orientation and motivation have an indirect and positive impact on business performance through organisational commitment.

Keywords: Business Performance, Organizational Commitment, Entrepreneurial Orientation, Motivation, MSME

INTRODUCTION

Indonesia’s economic growth is driven by micro, small, and medium enterprises (MSMEs). The number of MSMEs continues to increase each year by 2023, the number of MSMEs had reached 66 million units, accounting for approximately 99% of all businesses in Indonesia. The economic contribution of MSMEs to the Gross Domestic Product (GDP) is approximately 61%, which is equivalent to IDR 9,580 trillion, and helps the country to absorb 117 million workers, representing 97% of the total labour force. The growth rate of MSMEs in Indonesia over the period 2018–2023 is illustrated below:

Table 1

Data on Micro, Small, and Medium Enterprises in Indonesia Period 2018-2023

Data on Micro, Small, and Medium Enterprises in Indonesia, Period 2018-2023							Rata-rata
Year	2018	2019	2020	2021	2022	2023	
Number of MSMEs (Million)	64,19	65,47	64	65,46	65	66	65,02
Growth (%)		1,99	-2,25	2,28	-0,70	1,54	0,57

Source: <https://kadin.id/data-dan-statistik/umkm-indonesia/>

One of the MSME sectors with the highest growth rate is the food sector, which constitutes 44.93% of the total MSME sector. The food sector is categorised into two types: staple foods and snacks (Statistics Indonesia, 2023). By 2024, snack consumption is forecast to reach 917.6 million units (Statista, 2024), highlighting significant opportunities for businesses in this field. The following is an overview of snack food consumption volume in Indonesia:

Table 2

Data on the Volume of Snack Food Consumption in Indonesia

Data on the Volume of Snack Food Consumption						
Year	2019	2020	2021	2022	2023	2024
Amount (Million)	636,81	694,53	757,15	820,9	871,2	917,6
Growth (%)		9,06	9,02	8,42	6,13	5,33

Source: www.statista.com

West Java Province, especially Bogor City, is one of the areas with significant potential. The distribution of MSMEs in Bogor City has reached 48,346 MSME units, with the culinary sector (main dishes and snacks) being the majority type of business. The average consumption of snacks in Bogor City is 6.90% for snack categories. This shows that snacks are one of the most popular culinary delights (Central Statistics Agency, 2024). Bogor City has six sub-districts, one of which is East Bogor Sub-district, which has the lowest number of snacks MSMEs compared to other sub-districts, with only 562 MSME units. However, East Bogor Sub-district has a strategic position because it is close to the city centre, shopping centres, and tourist attractions. Snack MSMEs in East Bogor Sub-district are dominated by products such as chips, traditional and contemporary snacks, and traditional cakes. Snack MSMEs can easily promote their products to consumers who are looking for snacks and fast food. Low capital requirements, easily obtained raw materials, and simple production processes are supporting factors for MSMEs to continue to grow. However, most business actors still use traditional production methods and lack the use of technology for production and marketing processes, which can affect business performance. Business performance is

the level of achievement of objectives based on the goals set by MSMEs (Darmanto, 2018). Based on a preliminary survey of 30 snack food entrepreneurs in East Bogor Sub-district, the average achievement of sales targets only reached around 90%, or approximately IDR 12,688,333. This shows that the performance of snack food MSMEs needs to be improved. Several factors that can affect business performance include organisational commitment, entrepreneurial orientation, and motivation (Mukson et al., 2020).

Organisational commitment is a person's loyal attitude towards an organisation, which is demonstrated by remaining in the organisation and having no intention of leaving for any reason (Yusuf and Syarif, 2018). If business actors have a strong commitment to running their business, it will affect business performance, which can continue to improve, thus enabling business goals to be achieved. Based on the preliminary survey, which includes aspects such as loyalty and the desire to sustain the business, the organisational commitment of business actors is still relatively low.

Another factor that can affect business performance is entrepreneurial orientation. Entrepreneurial orientation is a field of study that examines an individual's values, capabilities, and attitudes in dealing with challenges and identifying opportunities amidst the many risks that may arise (Suryana, 2017). Entrepreneurial orientation is highly important, as it helps businesses face challenges and risks, make strategic decisions, and turn them into opportunities. The preliminary survey indicates that the entrepreneurial orientation of business actors, which includes innovation, risk-taking, and planning, is still not optimal.

In addition to entrepreneurial orientation, motivation also plays an active role in enhancing business performance. Motivation is a key factor in business success, as it functions as a driving force for business actors. Motivation is an internal drive that causes a person to be willing and encouraged to use their abilities, skills, expertise, energy, and time to carry out various activities to achieve goals (Siagian, 2019). Motivated entrepreneurs tend to be more responsible and committed to developing and realising their business goals. Based on a preliminary survey related to motivation, particularly concerning the responsibilities and obligations of business actors, their motivation is still relatively low.

Various previous studies have examined the factors that influence business performance, but there is still a research gap regarding how entrepreneurial orientation, motivation, and organisational commitment affect business performance. The results of several studies have shown that entrepreneurial orientation and motivation have a positive and significant effect on business performance (Lastiani et al., 2023). Meanwhile, organisational commitment serves as a mediating factor in the relationship between entrepreneurial orientation and motivation, and business performance (Silaningsih et al., 2024). In contrast, other findings suggest that entrepreneurial orientation and motivation do not significantly affect business performance (Efriadi, 2023). In addition, entrepreneurial orientation and motivation are also known to contribute positively to enhancing organisational commitment (Silaningsih et al., 2024; Ridwan, 2022). However, some studies suggest that entrepreneurial orientation does not influence organisational commitment (Sahabuddin et al., 2019), and motivation does not influence organisational commitment (Ramadhan et al., 2020). Separately, organisational commitment has been shown to affect business performance (Gemina and Ginanjar, 2019; Silaningsih et al., 2024), although other studies indicate that the types of organisational commitment—*affective, normative, or continuance*—do not significantly affect business performance (Mukson et al., 2020). In light

of the preliminary survey, the problems identified, and the existing research gap, it is necessary to conduct further research entitled “Business Performance of Snack Food MSMEs Based on Entrepreneurial Orientation, Motivation and Organisational Commitment.”

REVIEW OF LITERATURE

Business Performance

The success of management in running a business can be measured through business performance. Business performance refers to the level of goal achievement based on predetermined targets (Darmanto, 2018). Based on this statement, business performance reflects how effective and efficient business actors are in carrying out business activities to achieve these targets, both in financial terms—such as revenue, profit, and sales growth—and non-financial aspects, including customer satisfaction, product quality, and competitiveness. Strong performance indicates that the business is well-managed and on the right track to achieving its objectives. Conversely, poor performance may signal issues in management, strategy, or operational execution that need to be addressed promptly. Therefore, measuring business performance is essential as a basis for evaluation and strategic decision-making for future business development.

Organisational Commitment

Organisational commitment is a person’s loyal attitude towards an organisation, demonstrated by remaining within the organisation and not wishing to leave it for any reason (Yusuf and Syarif, 2018). Organisational commitment not only reflects an individual’s loyalty or allegiance to the organisation, but also demonstrates emotional, intellectual, and moral attachment in supporting organisational goals and values. Individuals with a high level of commitment tend to exhibit dedication, consistency in their work, and a desire to contribute their best to the organisation’s advancement. When it comes to micro, small, and medium-sized enterprises (MSMEs), organisational commitment is particularly important, as committed entrepreneurs are more likely to demonstrate resilience in the face of challenges, maintain a focus on business development, and remain goal-oriented. Organisational commitment can serve as the foundation for building a productive working culture and ensuring long-term business sustainability.

Entrepreneurial Orientation

Entrepreneurial orientation is a disciplinary study of an individual’s values, skills, and behaviours in dealing with life’s challenges and in seizing opportunities amidst the risks they may face (Suryana, 2017). Entrepreneurial orientation not only includes an understanding of entrepreneurship but also reflects the attitudes and approaches adopted by individuals when making business decisions. This orientation is typically characterised by several indicators, such as innovation, risk-taking, proactivity in identifying opportunities, and adaptability to market changes. Entrepreneurs with a strong entrepreneurial orientation are able to manage uncertainty, generate creative ideas to develop solutions, and act decisively in pursuing opportunities. Thus, entrepreneurial orientation is crucial for enhancing business competitiveness and ensuring sustainability, especially in a dynamic and uncertain business environment.

Motivation

Motivation is a trigger that makes a person willing and ready to exert their abilities in certain fields of expertise or skills, as well as their energy and time, to carry out various tasks that are their personal responsibility in the context of achieving goals (Siagian, 2019). Motivation plays an important role in determining the level of enthusiasm and consistency demonstrated by an individual in carrying out their activities, including entrepreneurship. When someone possesses strong motivation, they are more likely to be committed and less likely to give up easily, even when facing challenges or obstacles. Motivation can arise from within oneself (intrinsic), such as the desire to achieve goals or attain personal success, or from external sources (extrinsic), such as financial rewards, social recognition, or environmental pressure. In entrepreneurship, motivated individuals tend to be more innovative, resilient, and focused in achieving business goals. Therefore, maintaining and enhancing motivation is one of the key factors in driving sustainable business performance and success.

RESEARCH METHOD

This study was conducted to analyse the effect of motivation and ability on business performance, with organisational commitment acting as an intervening variable. A quantitative approach was employed, using a research design that combined descriptive and verification methods, along with path analysis. There are four variables in this study: entrepreneurial orientation (X1) and motivation (X2) as exogenous (independent) variables, organisational commitment (Z) as a mediating (intervening) variable, and business performance (Y) as the endogenous (dependent) variable. All of these variables were examined in snack food MSMEs located in the East Bogor Sub-district.

The population in this study comprised all snack food MSMEs in the East Bogor Sub-district registered with the Bogor City Office of Cooperatives and SMEs. The sampling technique used was non-probability sampling, with a purposive sampling approach a technique for selecting data sources based on specific criteria (Sugiyono, 2020). The total number of samples in this study was 100 snack food MSME units. The sample selection criteria were as follows: (1) snack food entrepreneurs; (2) businesses operating for more than one year; (3) female entrepreneurs; and (4) entrepreneurs aged over 17 years.

The data collection technique in this study involved a questionnaire (survey) consisting of written statements presented to respondents to obtain information about the research subject. This method is carried out by providing questions or statements related to business performance, organisational commitment, entrepreneurial orientation, and motivation of snack food MSME entrepreneurs in East Bogor District.

RESULTS AND DISCUSSION

Business Actor's Responses to Research Variables

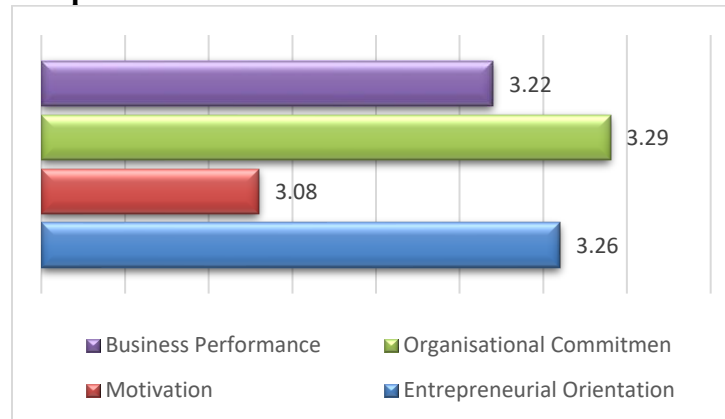


Figure 1
Business Actors' Responses to Research Variables

Source: Data processed, 2025

Based on the results of the questionnaire data processing, the average response of snack food business actors in East Bogor District to each research variable was obtained as follows:

1. The average value of business actors' responses regarding business performance is 3.22, which indicates a moderate level. The indicator with the highest value within this variable is customer growth. This shows that the number of customers has increased and loyal customers have also increased. Meanwhile, the lowest indicator is marketing coverage. This shows that the marketing area is not yet wide enough, and there are still business actors who have not utilised digital technology to market their products.
2. The response of business actors to organisational commitment has an average value of 3.29, which also shows a moderate level. The indicator with the highest value in this variable is affective commitment, in the form of a desire to achieve success and a sense of pride in the business being operated. Meanwhile, the indicator with the lowest value is related to continuance commitment, where business actors are quite willing to continue running their business. However, there are still business actors who hesitate to maintain their business.
3. The average value of business actors' responses to entrepreneurial orientation is 3.26, which indicates a moderate level. The highest indicator in this variable is innovation. Business actors consistently make improvements in various aspects and innovate by creating new products. This shows that business actors have made efforts to improve in various fields, especially in operational aspects such as creating higher-quality products. On the other hand, the lowest scores are in the risk-taking and proactive indicators. Business actors sometimes take out capital loans to develop their businesses and act rationally when facing losses. However, there are still business owners who are reluctant to borrow money due to complicated procedures and requirements. In addition, there are also business owners who are less active in managing their businesses; for example, some business owners do not regularly participate in MSME activities.

- The average value of business actors' responses to motivation is 3.08, which indicates a moderate level. The indicator with the highest value in this variable is driving force. This shows that business actors have strong internal and external motivation. Business actors demonstrate high enthusiasm and receive support from various parties to run their business. Driving force is an important asset in facing business challenges. Meanwhile, the indicator with the lowest value is the skills indicator. This shows that there are still business actors who have never or rarely participated in training or sought opportunities to improve their skills; this condition is caused by limited access and a lack of willingness.

Path Analysis

The research uses path analysis with the IBM SPSS version 25.00 program, aiming to obtain equation data, namely X_1 and $X_2 \rightarrow Z$, and $X_1, X_2,$ and $Z \rightarrow Y$. The structural path analysis models in this study are as follows:

$$Z = \rho_{zx1}X_1 + \rho_{zx2}X_2 + \rho_Z\epsilon_1$$

$$Z = 0,386X_1 + 0,369X_2 + 0,776$$

$$Y = \rho_{yx1}X_1 + \rho_{yx2}X_2 + \rho_{zy}Z + \rho_Y\epsilon_2$$

$$Y = 0,387X_1 + 0,232X_2 + 0,348Z + 0,375$$

The total effect is a combination of the direct and indirect impacts of exogenous variables on endogenous variables:

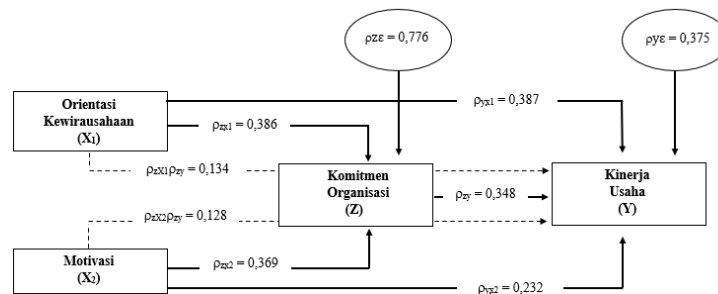


Figure 2
Path Analysis

Source: Data processed, 2025

According to the results of the direct impact, indirect impact, and total impact, the findings are as follows:

Table 3
Path Analysis Test Results

Variables		Path Coefficient		
Independent	Dependent	Direct	Indirect	Total
Entrepreneurial Orientation (X ₁)	Organisational Commitment (Z)	0.386		
Motivation (X ₂)	Organisational Commitment (Z)	0.369		
Entrepreneurial Orientation (X ₁)	Business Performance (Y)	0.387	0.134	0.521
Motivation (X ₂)	Business Performance (Y)	0.232	0.128	0.36
Organizational Commitment (Z)	Business Performance (Y)	0.348		

Source: Data processed, 2025

The path analysis results show that the variable of entrepreneurial orientation (X1) has a greater total impact on business performance (Y) through organisational commitment (Z), which is inversely proportional to the variable of motivation (X2). This suggests that entrepreneurial orientation, especially related to innovation, risk-taking, proactiveness, and competitive aggressiveness, has a significant role in improving the performance of snack food MSMEs in East Bogor Sub-district. In accordance with these findings, businesses need to consider the application of entrepreneurial orientation, such as innovating business products, taking risks for business development, being proactive in response to competition and uncertain market conditions. Innovation in this context includes the development of new product variants, improving packaging quality, and utilising digital technology to increase marketing and distribution reach. Meanwhile, risk-taking refers to the courage of business actors in making strategic decisions even though there is uncertainty; business actors can try new business models or penetrate market segments that have not yet been reached. Competitive aggressiveness reflects an active and courageous attitude in facing competitors. Actions that can be taken include providing uniqueness to products, strong promotional strategies, and superior customer service to gain positive value from consumers.

Coefficient of Determination

The coefficient of determination (R-squared) in the first equation has a value of 0.397, indicating that 39.7% of the variation in organisational commitment (Z) is explained by the influence of entrepreneurial orientation (X1) and motivation (X2). This suggests that these two variables contribute 39.7% to organisational commitment, while the remaining 60.3% is influenced by other factors not considered in this study. In the second equation, the R-squared value is 0.625, indicating that entrepreneurial orientation (X1), motivation (X2), and organisational commitment (Z) together explain 62.5% of the variation in business performance (Y). This means that the remaining 37.5% of the variability in business performance is attributed to other factors beyond the scope of this research.

This study tests the hypotheses using the t-test and the Sobel test. The t-test is used to examine hypotheses H1, H2, H3, H4, and H5, which aim to test the direct effects between variables, whilst the Sobel test is used to test H6 and H7 to evaluate the indirect effects between variables. The criteria for testing the hypotheses are: if the calculated t-value > t-table value, then the hypothesis is accepted. The t-value is calculated using the IBM SPSS Version 25.00 programme, whereas the t-table value is obtained from the t-distribution with $\alpha = 0.05$ and degrees of freedom $df = n - k - 1 = 100 - 3 - 1 = 96$, which gives a t-table value of 1.660. For hypothesis testing with the Sobel test, the criteria used are: if the calculated Z-value > Z-table value, then the hypothesis is accepted. The Z-value is calculated using the Sobel test formula or through a Sobel Test calculator, while the value of the Z-table is 1.96. According to the recapitulation of each hypothesis test, the following is a summary of all hypothesis tests:

Table 4
Recapitulation of Hypothesis Testing

No	Hypothesis	Statistical Test	Decision	Conclusion
1	. There is an impact of entrepreneurial orientation on organisational commitment	4.498 > 1,660 0.001 < 0.05	H ₀₁ rejected H _{a1} accepted	Has a direct and positive impact.

No	Hypothesis	Statistical Test	Decision	Conclusion
2	There is an impact of motivation on organisational commitment	$2,771 > 1,660$ $0.001 < 0.05$	H_{o2} rejected H_{a2} accepted	Has a direct and positive impact.
3	There is an impact of entrepreneurial orientation on business performance	$5,176 > 1,660$ $0.001 < 0.05$	H_{o3} rejected H_{a3} accepted	Has a direct and positive impact.
4	There is an impact of motivation on business performance	$3,130 > 1,660$ $0.002 < 0.05$	H_{o4} rejected H_{a4} accepted	Has a direct and positive impact.
5	There is an impact of organisational commitment on business performance.	$4,593 > 1,660$ $0.001 < 0.05$	H_{o5} rejected H_{a5} accepted	Has a direct and positive impact.
6	Entrepreneurial orientation influences business performance through organisational commitment	$3.13 > 1.96$	H_{o6} rejected H_{a6} accepted	Has an indirect and positive impact.
7	Motivation influences business performance through organisational commitment	$3.04 > 1.96$	H_{o7} rejected H_{a7} accepted	Has an indirect and positive impact.

Source: Data processed, 2025

The Effect of Entrepreneurial Orientation on Organisational Commitment

The results of the t-test hypothesis test revealed that the t-value is $4.498 > t$ -table value of 1.660, with a significance value of $0.001 < 0.05$; therefore, H_0 is rejected, and H_a is accepted. This indicates that the first hypothesis demonstrates a direct and positive impact of entrepreneurial orientation on organisational commitment in snack food MSMEs in the East Bogor Sub-district. Organisations that adopt entrepreneurial orientations, such as innovation, proactivity, and risk-taking, can enhance the commitment of their members (Indrawati and Kurniawan, 2021). This is also consistent with the findings of previous research, which demonstrates that entrepreneurial orientation has a positive and significant effect on organisational commitment (Rahayu, 2019). In addition, a good entrepreneurial orientation can encourage leaders to set a clear vision and mission for employees, thereby increasing their commitment to the organisation (Husna and Wahyuni, 2023), and this is further strengthened by the research of Silaningsih et al (2024).

The Effect of Motivation on Organisational Commitment

Based on the results of the t-test hypothesis test, the calculated t-value is $2.771 > t$ -table value of 1.660, with a significance value of $0.001 < 0.05$; therefore, H_0 is rejected, and H_a is accepted. This means that the second hypothesis is clearly supported, indicating that motivation has a direct and positive impact on organisational commitment in snack food MSMEs in the East Bogor Sub-district. Strong motivation, both intrinsic and extrinsic, can enhance employees' sense of belonging and loyalty to the organisation (Liana and Denjayanti, 2022). This finding is consistent with previous research, which found that motivation is a satisfying and driving factor influencing organisational commitment

(Ridwan, 2022). Thus, the higher the level of motivation, the greater the commitment of business actors to their organisation or business. Furthermore, other studies on employees show similar results, where motivation has a positive and significant effect on organisational commitment (Wardhani, 2015), and this is further supported by research by Silaningsih et al. (2024).

The Effect of Entrepreneurial Orientation on Business Performance

As a result of the hypothesis testing using the t-test, the calculated t-value is $5.599 >$ t-table value of 1.660, with a significance value of $0.000 < 0.05$; therefore, H_0 is rejected, and H_a is accepted. This indicates that the third hypothesis demonstrates a direct and positive impact of entrepreneurial orientation on business performance in snack food MSMEs in the East Bogor District. Entrepreneurial orientation refers to the knowledge and application of business-related knowledge (Suryana, 2017), aimed at achieving optimal business performance. This finding is in agreement with prior studies, which have shown a positive and significant effect of entrepreneurial orientation on business performance in MSMEs (Lastiani et al., 2023), and is further supported by the research of Silaningsih et al. (2024). Additionally, other studies have also stated that entrepreneurial orientation has a positive and significant impact on business performance (Herlinawati, 2021). Moreover, this conclusion is reinforced by research confirming the positive and significant influence of entrepreneurial orientation (Silaningsih et al., 2024).

The Effect of Motivation on Business Performance

Through the results of the t-test hypothesis testing, it was revealed that the calculated t-value is $3.050 >$ t-table value of 1.660, with a significance level of $0.004 < 0.05$; therefore, H_0 is rejected, and H_a is accepted. This indicates that the fourth hypothesis demonstrates a direct and positive effect of motivation on business performance in snack food MSMEs in the East Bogor District. Motivation has a significant influence on performance, where high motivation can enhance work productivity and effectiveness (Siagian, 2019). This finding is further supported by studies that also state motivation has a positive and significant effect on the performance of MSME businesses in Orahili Gomo Village (Tafonao, 2023), as well as other studies confirming the same result (Ridwan, 2022). Moreover, additional research supports the conclusion that motivation significantly influences performance (Gemina and Ginanjar, 2019).

The Effect of Organisational Commitment on Business Performance

The results of the t-test hypothesis testing indicate that the calculated t-value is $4.648 >$ t-table value of 1.660, with a significance level of $0.000 < 0.05$; therefore, H_0 is rejected, and H_a is accepted. This suggests that the fifth hypothesis demonstrates a direct and positive effect of organisational commitment on business performance in snack food MSMEs in the East Bogor District. Commitment serves as a foundation for achieving business success. A high level of commitment from business owners, employees, and other stakeholders can promote hard work, dedication, and a willingness to make sacrifices to achieve business objectives (Mukson et al., 2020). This is supported by other research, which shows that organisational commitment influences business performance (Ritonga and Dewi, 2020). These findings are consistent with prior studies that state organisational commitment has a positive and significant effect on business performance (Silaningsih et al., 2024; Ridwan, 2022), and are further reinforced by research from Gemina and Ginanjar (2019).

The Indirect Effect of Entrepreneurial Orientation on Business Performance through Organisational Commitment

The results of the Sobel test hypothesis calculation show that the Z-count is $2.50 >$ the Z-table value of 1.96; therefore, H_0 is rejected, and H_a is accepted. This indicates that the sixth hypothesis demonstrates an indirect and positive effect of entrepreneurial orientation on business performance through organisational commitment in snack food MSMEs in the East Bogor District. Organisational commitment is able to mediate the relationship between entrepreneurial orientation and business performance, where high levels of commitment strengthen the positive effects of entrepreneurial orientation. Strong organisational commitment can enable employees to be more prepared to take risks, motivated to work harder, and to communicate more effectively—factors that are essential for achieving success in a dynamic, entrepreneurially oriented business environment (Allen and Meyer in Yusuf and Syarif, 2018). Thus, the stronger the influence of entrepreneurial orientation, the better the business performance through the mediation of organisational commitment. Additionally, this finding is supported by other research conducted on Solopos millennial employees, which states that organisational commitment mediates the effect of entrepreneurial orientation on business performance (Husna and Wahyuni, 2023).

The Indirect Effect of Motivation on Business Performance through Organisational Commitment

As a result of the Sobel test hypothesis calculation, the Z-count value is $2.94 >$ the Z-table value of 1.96; therefore, H_0 is rejected, and H_a is accepted. This indicates that the seventh hypothesis demonstrates an indirect and positive effect of motivation on business performance through organisational commitment in snack food MSMEs in the East Bogor Sub-district. Organisational commitment plays a role in enhancing job satisfaction and engagement, which in turn motivates and supports the achievement of predetermined performance targets (Karatepe, 2014). Therefore, it can be concluded that organisational commitment mediates the effect of motivation on business performance. This finding is reinforced by other studies, which state that organisational commitment mediates the relationship between motivation and business performance (Silaningsih et al., 2024), and is further supported by the research of Ridwan (2022).

CONCLUSION

The aim of this research is to highlight the importance of entrepreneurial orientation, motivation, and organisational commitment, all of which influence business performance. The research findings reveal that entrepreneurial orientation and motivation have a direct and positive influence on both business performance and organisational commitment. Organisational commitment itself has a direct and positive effect on business performance. Furthermore, entrepreneurial orientation and motivation have an indirect and positive impact on business performance through organisational commitment. These findings offer valuable insights for business practitioners seeking to enhance business performance. Entrepreneurial orientation and motivation play a crucial role in shaping organisational commitment, which in turn has a positive effect on MSME business performance. In addition, organisational commitment has been demonstrated to be a significant mediating variable, strengthening the relationship between these two factors and business performance. To improve MSME

performance, it is essential to adopt an entrepreneurial orientation, maintain high levels of motivation, and foster strong organisational commitment. Business actors are encouraged to improve performance by applying digital technology to expand their marketing reach. They should also increase organisational commitment by establishing a clear vision and setting goals, thereby enabling focused efforts towards achieving them. Additionally, they should actively participate in MSME activities such as fairs and exhibitions to broaden business networks, and manage risks prudently by preparing comprehensive business plans to enhance entrepreneurial orientation. Finally, motivation should be increased through training and workshops, enabling the application of newly acquired knowledge in daily business operations.

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