



Strategic Synergies: The Impact of Entrepreneurial Behavior on Linking Orientation, Values, and Organizational Success

Ida Ketut Kusumawijaya^{1*}, Partiwi Dwi Astuti², I Made Hedy Wartana³, I Ketut Yudana Adi⁴

^{1,3,4}Triatma Mulya University, (Management), Bali, Indonesia; ik_kusumawijaya@yahoo.com (I.K.K.).

²Warmadewa University, (Accounting), Bali, Indonesia.

Abstract. This study explores the interplay between organizational and individual factors in driving entrepreneurial activities and their influence on organizational performance. Focusing on entrepreneurial orientation, individual values, and the mediating role of entrepreneurial behavior, data were collected from 133 SME managers in Bali, Indonesia, and analyzed using structural equation modeling. The findings confirm that entrepreneurial orientation significantly enhances organizational performance, with entrepreneurial behavior playing a critical mediating role. Organizations with a strong entrepreneurial orientation can effectively convert strategic initiatives into measurable performance gains through entrepreneurial actions. Conversely, while individual values positively impact organizational performance, it does not significantly influence entrepreneurial behavior, indicating that personal values such as autonomy and innovation do not inherently lead to entrepreneurial activities driving performance. The study offers theoretical and practical insights. It underscores the importance of entrepreneurial behavior as the mechanism translating entrepreneurial orientation into performance gains and identifies challenges in leveraging individual values for entrepreneurial outcomes. Managers are advised to foster a culture that promotes entrepreneurial behavior by aligning organizational strategies with personal values, encouraging innovation, and rewarding entrepreneurial initiatives. The research contributes to entrepreneurship literature by emphasizing entrepreneurial behavior's mediating role in achieving organizational success. Future studies should explore the influence of industry-specific factors and market conditions, utilizing longitudinal approaches to examine these relationships over time, providing a comprehensive understanding of the dynamics between entrepreneurial orientation, individual values, entrepreneurial behavior, and organizational performance.

Keywords: Entrepreneurial behavior, Entrepreneurial orientation, Individual values, Organizational performance.

1. INTRODUCTION

Entrepreneurial orientation (EO), characterized by proactive, innovative, and risk-taking behaviors, is integral to organizational performance (OP), yet its effects vary across external and internal contexts (Wadood et al., 2022). Market dynamics and individual values (IV) like achievement, self-direction, and conformity significantly influence EO's impact, mediating entrepreneurial behavior (EB) and decision-making processes (Poudel et al., 2019). This interaction is particularly critical in small and medium enterprises (SMEs), which depend on individual-level strategies to overcome resource limitations and optimize performance outcomes (Ying & Wang, 2022). By examining EO and IV within SMEs, this study aims to elucidate their interplay and uncover the mediating role of EB, addressing critical knowledge gaps in how these dimensions synergize to enhance OP.

The literature highlights a positive EO-OP link, yet the interaction of individual values (IV) with EO remains underexplored, especially in SMEs where decision-making is often individualized (Olaleye et al., 2022). Entrepreneurial behavior (EB) is posited as a critical mediator, potentially clarifying the nuanced dynamics between EO, IV, and OP (García & Calvo, 2020). While studies emphasize EO's direct impact, limited research investigates how IV shapes entrepreneurial processes and firm performance. SMEs, reliant on adaptive strategies and competitive actions, present an ideal context to explore these relationships integratively. This study aims to reveal how EO and IV, mediated by EB, influence OP, offering a comprehensive framework to understand entrepreneurial dynamics within SMEs, thus addressing significant gaps in existing research.

Entrepreneurial orientation (EO) linked to organizational performance (Hidayat et al., 2021). However, the moderating role of individual values (IV) in these relationships is underexplored, especially in SMEs, where decision-making is individualized and informal (Youssef, 2022). Schwartz's value theory highlights how personal values shape attitudes and behaviors, suggesting IV alignment with EO could influence entrepreneurial outcomes. Entrepreneurial behavior (EB) mediates EO-OP and IV-OP linkages, as it operationalizes EO through opportunity recognition, resource mobilization, and strategic decision-making, while values drive the intensity of entrepreneurial actions (Chen et al., 2022). Despite theoretical insights, empirical studies on EB's mediating role in EO-IV-OP dynamics in SMEs remain scarce. Exploring these relationships, alongside contextual factors like firm size and industry characteristics, could deepen understanding of SME performance mechanisms (Mamun et al., 2022).

Recent studies underscore EO's importance in enhancing OP, but the mechanisms linking EO to performance, particularly through individual values (IV), remain underexplored (Alzahrani, 2021). Entrepreneurial behavior (EB) has been proposed as a mediator in the EO-OP relationship, yet empirical research is limited, especially within SMEs, where individual decision-making critically shapes outcomes (Wadood et al., 2022). Additionally, while IV significantly influences entrepreneurial actions, its mediating role in the IV-OP relationship is insufficiently studied (Chen et al., 2022). Research often isolates EO and IV as distinct OP antecedents, neglecting their interaction effects. Addressing these gaps by integrating EO, IV, EB, and OP into a unified SME-focused framework could reveal critical pathways driving performance and enrich the understanding of entrepreneurial dynamics (Spio-Kwofie, 2023).

This study investigates the mediating role of EB in the relationships between EO, IV, and OP within SMEs. It explores EO and IV's direct effects on OP, their influence on EB, and EB's mediation in EO-IV-OP linkages. The research adopts a novel, integrated approach to examining these constructs, addressing gaps in the understanding of IV's influence on EO-OP dynamics, the mediating role of EB, and their interplay in SMEs (Joseph, 2023). Findings are expected to expand EO and OP models and offer practical guidance for SME managers on leveraging IV and EB to enhance performance. This work advances entrepreneurship literature by illuminating EB's mediating mechanisms and providing a comprehensive framework of entrepreneurial dynamics tailored to SMEs.

2. LITERATURE REVIEW AND HIPOTHESIS DEVELOPMENT

2.1. Entrepreneurial Orientation

Entrepreneurial orientation (EO) is a strategic framework incorporating innovativeness, risk-taking, and proactiveness, vital for organizational success in competitive markets. Empirical studies affirm EO's positive correlation with organizational performance, enhancing profitability and market share through adaptive and proactive strategies (Shah et al., 2021). However, EO's impact is nuanced, shaped by contextual factors such as market dynamics and organizational culture. While EO fosters innovation, it may strain resources in SMEs with limited capacities. Surin (2023) further highlights industry-specific and economic variations in EO's effectiveness. Ultimately, EO's success depends on aligning entrepreneurial strategies with operational strengths and market conditions, alongside the mediating roles of leadership and organizational culture (Zhi-xiu & Xing, 2023).

2.2. Individual Value

Individual values (IV) play a pivotal role in shaping organizational behavior, impacting engagement, creativity, and performance. Alignment between employees' values and organizational goals fosters engagement, a key driver of enhanced outcomes (Escamilla-Fajardo et al., 2021). Values such as workplace spirituality promote innovative behaviors that boost organizational success (Phongkaew, 2023). Conversely, misalignment can cause disengagement and lower performance, as highlighted by Nursal et al. (2022). Generational shifts further influence dynamics, with younger employees prioritizing work-life balance and social responsibility, which may conflict with traditional structures (Lita et al., 2020). Organizations must integrate diverse individual values into their culture, creating environments that balance inclusivity with cohesion, ensuring high engagement and optimized performance.

2.3. Entrepreneurial Behavior

EB encompasses the actions individuals take within an organization to exploit opportunities, driven by EO and personal values. EB is closely linked to innovation and competitiveness, serving as a key determinant of organizational performance (Khan & Ahmed, 2019). Research indicates that firms that promote EB achieve better performance outcomes, as employees engage in proactive problem-solving and innovation (Iqbal et al., 2021). However, fostering EB necessitates a supportive organizational culture, as controlling leadership can stifle creativity and risk-taking (Gonçalves et al., 2021). Despite its advantages, EB faces challenges, including potential burnout from high levels of entrepreneurial activity and misalignment with broader organizational goals (Mlika & Hamrouni, 2021). Thus, while EB is beneficial, its sustainability relies on effective management within the firm's strategic framework.

2.4. Organizational Performance

OP is often assessed through financial success, market share, and innovation outcomes. Studies demonstrate that EO and EB positively influence OP by fostering a culture of continuous improvement and adaptability (Iqbal et al., 2021). Organizations with robust EO and EB practices tend to outperform competitors, particularly in dynamic markets where rapid responses to changes are crucial (Rahmat et al., 2023). However, OP is not solely driven by EO and EB; leadership, employee engagement, and external market conditions also significantly impact performance (Spio-Kwofie, 2023). Therefore, firms should adopt a balanced approach, integrating EO and EB with other organizational strategies to sustain high performance.

2.5. The Impact of Entrepreneurial Orientation on Organizational Performance and Entrepreneurial Behavior

EO significantly impacts organizational performance, especially in dynamic and competitive environments. The dimensions of EO enable firms to adapt to changes and capitalize on new opportunities, leading to superior performance (J.G. et al., 2023). However, the effectiveness of EO is contingent upon contextual factors such as industry type and market dynamics. For instance, while EO is advantageous in fast-paced industries, it may not yield the same results in stable sectors (Kurdi, 2023). Thus, while EO positively influences OP, its success depends on the alignment of entrepreneurial strategies with market conditions and internal capabilities (Mulda, 2020).

EO directly influences EB within organizations. By fostering an environment that encourages risk-taking and innovation, EO promotes EB, which in turn enhances firm performance (Mahrous & Genedy, 2019). Studies indicate that organizations with strong EO practices have employees who actively engage in entrepreneurial activities, such as opportunity recognition and innovative problem-solving (Dewi et al., 2018). However, this

relationship is influenced by external factors, including economic conditions and organizational culture. Leadership also plays a crucial role in shaping how EO manifests in EB, with transformational leadership being particularly effective (Asare-Kyire, 2023). Therefore, this study hypothesis:

H₁: entrepreneurial orientation has an effect on organizational performance.

H₂: entrepreneurial orientation has an effect on entrepreneurial behavior.

2.6. The Impact of Individual Value on Organizational Performance and Entrepreneurial Behavior

IV profoundly affect OP. When employees' values align with organizational goals, they are more likely to engage in behaviors that enhance performance, such as innovation and ethical decision-making (Bhatti et al., 2020). Personal values like workplace spirituality positively correlate with performance by fostering creativity and commitment (Nofal & Jaradat, 2020). Conversely, misalignment between individual values and organizational culture can lead to disengagement, negatively impacting performance (Akpoviro & Akanmu, 2021). Therefore, fostering an inclusive work environment that supports diverse values is essential for achieving high performance (Kusumawijaya & Astuti, 2023b).

Individual values significantly shape EB. Values such as risk-taking and innovation influence how individuals engage in entrepreneurial activities (Hina et al., 2020). Research shows that individuals with strong social value creation goals are more likely to engage in social entrepreneurship, leveraging their personal values to address societal challenges (Maleki & Hajipour, 2020). However, external factors such as cultural norms can influence how individual values translate into EB (Khalid et al., 2019). Thus, while individual values are critical, they must be understood within the broader socio-economic context. Therefore, the following hypothesis was developed:

H₃: individual value has an effect on organizational performance.

H₄: individual value has an effect on entrepreneurial behavior.

2.7. The Impact of Entrepreneurial Behavior on Organizational Performance

EB positively impacts OP by fostering innovation and adaptability. Research indicates that firms encouraging EB among employees achieve higher performance levels, especially in dynamic markets (Maleki & Hajipour, 2020). Employees engaged in entrepreneurial activities are more likely to innovate and find creative solutions to challenges, driving firm success (Chaudhary et al., 2023). However, fostering EB requires a supportive organizational culture, as inadequate leadership can lead to burnout or conflicts with broader organizational goals (Zhu et al., 2018). Therefore, firms must create an environment that supports entrepreneurial activities while ensuring alignment with strategic objectives. Therefore, this study hypothesis:

H₅: entrepreneurial behavior has an effect on organizational performance.

2.8. The Mediation of Entrepreneurial Behavior on the Influence of Entrepreneurial Orientation and Individual Value on Organizational Performance

EB serves as a critical mediator in the EO-OP relationship, transforming EO's emphasis on innovation and risk-taking into tangible initiatives that enhance performance (Surin, 2023). High EO fosters EB, driving innovation and competitiveness, though misaligned EB can yield unintended consequences without clear strategic direction (Gomes et al., 2021). Similarly, EB mediates the link between individual values (IV) and OP, as employees with strong values engage in entrepreneurial activities that boost outcomes, provided their values align with organizational culture (Khan & Ahmed, 2019). Organizations that integrate IV and support EB effectively achieve superior performance. Success in this mediation requires aligning entrepreneurial activities with organizational goals and fostering a culture that supports diverse values and entrepreneurial initiatives, ensuring the strategic coherence necessary for optimal outcomes. The hypothesis proposed as follows:

H₆: entrepreneurial behavior can mediate the effect of entrepreneurial orientation on organizational performance.

H₇: entrepreneurial behavior can mediate the effect of individual value on organizational performance.

3. METHODS

This research was conducted on 36,387 SME in the Province of Bali, Indonesia (Small & Medium Enterprise Cooperative Service in Bali Province, 2024). The sample size was determined using the Slovin formula, assuming a sampling error of 5%, the sample size of this study was 396. Data were collected from managers representing SME as research respondents. Preliminary to the main data gathering process, a pilot test was conducted using 20 participants from SME and five academic scholars from three universities who had a deep knowledge in human resource. During the main data collection process, this research was conducted using an online questionnaire with the Google Forms application. 396 questionnaire links were sent to respondents via email, of the responses 133 were returned and confirmed valid, with an 33.59% validity rate. The Armstrong & Overton (1977) technique was employed to evaluate the possibility of nonresponse bias. To compare the first 20 and the last 20 respondents based on demographic data including gender, age, education, working period, and bachelor's degree, chi-square and independent sample t-tests were employed. The findings demonstrated that there was no statistically significant difference in the responses from the two groups ($p > 0.05$), suggesting that common method bias was not an issue. Data analysis was carried out using variance-based structural equation modelling with a partial least squares approach (SEM-PLS) (Hair et al., 2017) with Warp PLS 7.0 (Kock, 2020). The variables were measured using items developed and employed in previous studies to ensure the study's validity and reliability. Multiple

items were used to test each construct, and each item was evaluated using a five-point Likert scale that ranged from 1 (strongly disagree) to 5 (strongly agree).

EO is measured using 8 items adapted from research Chou et al. (2020): 1 We are usually the first to find and introduce new products technologies; 2 We are usually the first to introduce new innovations in our market area; 3 We are the innovation leader in the market; 4 We proactive in pursuing market opportunities; 5 We act in anticipation of future problems needs or changes; 6 We track industry trends in anticipation of future developments; 7 We willing to try new management marketing services and produce technology; 8 We aggressively maximize potential opportunities. IV was measured using 10 items adapted from the research of Rockeas individual value Musil et al. (2009) and Delshab et al. (2019): 1 We have a comfortable life; 2 We have an exciting life; 3 We have a sense of accomplishment; 4 We have a self-respect; 5 We have a social recognition; 6 We have a broad minded; 7 We have a capable; 8 We have a courageous; 9 We have a honest; 10 We have a responsible. EB was measured using 6 items adapted from the research of Liu (2020): 1 This employee suggests new ways to achieve environmental goals; 2 This employee proposes new green ideas to improve environmental performance; 3 This employee promotes and champions new green ideas to others; 4 This employee develops adequate plans for the implementation of new green ideas; 5 This employee would rethink new green ideas; 6 This employee would find out creative solutions to environmental problems. OP was measured using 8 items adapted from the research of Abbas et al. (2019): 1 Our firm profit goals have been achieved; 2 Our firm sales goals have been achieved; 3 Our firm return on investment goals have been achieved; 4 Our products have a higher quality than those of our competitors; 5 We have a higher customer retention rate than our competitors; 6 We have a better reputation among major customer segments than our competitors; 7 We have a lower employee turnover rate than that of our competitors; 8 We have been more effective in new product development than our competitors.

Table 1: Descriptive statistics of variables studied.

	Theoretical Score		Actual Score		Mean	SD
	Min.	Max.	Min.	Max.		
EO	1	5	3.13	4.75	4.17	0.54
IV	1	5	3.10	4.80	4.15	0.50
EB	1	5	3.17	4.83	4.09	0.42
OP	1	5	3.12	4.77	4.05	0.49

The data reveals strong entrepreneurial orientation (EO) with a mean of 4.17 (SD = 0.54), indicating firms' proactive pursuit of opportunities and innovation. Moderate variability reflects general agreement on EO's strategic importance. Individual values (IV) scored a mean of 4.15 (SD = 0.50), highlighting robust alignment between personal and organizational goals, with less variability suggesting a shared emphasis on values like integrity and responsibility. Entrepreneurial behavior (EB) averaged 4.09 (SD = 0.42), showing widespread adoption of innovative, risk-taking, and problem-solving behaviors, critical for adaptability and success. Organizational performance (OP) scored 4.05 (SD = 0.49), reflecting high perceived performance consistent with strong EO, IV, and EB. Variability in OP may arise from differences in firm size, sector, or resources, underscoring the impact of strategic alignment and entrepreneurial practices on performance outcomes.

Table 2: Descriptive statistics of respondent profile.

		Frequency	Percent
Gender	Female	30	22.6
	Male	103	77.4
	Total	133	100
Age	20 - 30 years	29	21.8
	31 - 40 years	44	33.1
	41 and above	60	45.1
	Total	133	100
Education	Undergraduate	114	85.7
	Postgraduate	19	14.3
	Total	133	100
Work Experience	1 - 5 years	69	51.9
	5 and above	64	48.1
	Total	133	100

The demographic profile in Table 2 reveals a male-dominated sample, with 77.4% male and 22.6% female respondents, reflecting typical gender disparities in entrepreneurial studies, particularly within SMEs. The age distribution indicates that 45.1% of respondents are over 41, 33.1% are between 31-40, and 21.8% are aged 20-30, suggesting a predominance of experienced professionals likely in senior SME roles, potentially shaping conservative views on risk and innovation. Educationally, 85.7% hold undergraduate degrees, while only 14.3% possess postgraduate qualifications, aligning with findings that higher education enhances problem-solving and innovation. Work experience is balanced, with 51.9% having 1-5 years and 48.1% over five years, combining fresh entrepreneurial perspectives with seasoned organizational insights. While these demographics offer valuable data, the limited gender diversity may constrain generalizability to more inclusive entrepreneurial contexts.

4. RESULTS

4.1. Measurement Model Analysis

The goodness-of-fit evaluation, based on Hair et al. (2017), demonstrates that the research model satisfies all criteria (see table 3). The APC value is 0.369 with a p-value of <0.001, and the ARS is 0.656 with a p-value of <0.001, indicating strong predictive accuracy. Additionally, the AVIF value of 1.574 is below the threshold of 5, confirming the absence of vertical and lateral multicollinearity. These results validate that the research model achieves a significant and robust goodness of fit.

Table 3: Results of goodness of fit research model.

Evaluation	Value	Criterion
APC	0.369*	Significant if < 0.05
ARS	0.656*	Significant if < 0.05
AVIF	1.574	Acceptable if <= 5

Note: *All significant at $p < 0.001$.

Convergent validity was confirmed through loadings and cross-loadings (see table 4), with reflective constructs achieving values above 0.70 and significant p-values (<0.05) (Hair et al., 2017). The outer loading values for EO, IV, EB, and OP exceeded 0.70 and were highly significant ($p < 0.001$), establishing that the reflective constructs in this study meet the criteria for convergent validity.

Table 4: Validity and reliability test results.

Variables	Factor Loading	AVE > 0,5	Q-square > 0	Composite reliability > 0.7	Cronbach's alpha > 0.7	Full Collinearity VIP < 3.3
EO	Eo1	0.820	0.731	0.900	0.871	2.399
	Eo2	0.800				
	Eo3	0.775				
	Eo4	0.739				
	Eo5	0.796				
	Eo6	0.725				
	Eo7	0.804				
	Eo8	0.737				
IV	Iv1	0.734	0.745	0.888	0.859	1.239
	Iv2	0.752				
	Iv3	0.729				
	Iv4	0.739				
	Iv5	0.720				
	Iv6	0.773				
	Iv7	0.770				
	Iv8	0.702				
	Iv9	0.712				
	Iv10	0.743				
EB	Eb1	0.723	0.726	0.534	0.773	2.582
	Eb2	0.748				
	Eb3	0.833				
	Eb4	0.750				
	Eb5	0.813				
	Eb6	0.786				
OP	Op1	0.799	0.726	0.791	0.798	3.278
	Op2	0.788				
	Op3	0.764				
	Op4	0.739				
	Op5	0.745				
	Op6	0.791				
	Op7	0.829				
	Op8	0.790				

Note: *All significant at $p < 0.001$.

The evaluation of measurement instrument validity and reliability follows Fornell & Larcker (1981). Convergent validity is confirmed with AVE values exceeding 0.5: EO (0.731), IV (0.745), EB (0.726), and OP (0.726). Predictive validity is achieved with q-square values for EB (0.534) and OP (0.791), both above zero. Reliability criteria are met, as composite reliability values for EO (0.900), IV (0.888), EB (0.735), and OP (0.852), and Cronbach's alpha values for EO (0.871), IV (0.859), EB (0.773), and OP (0.798) exceed 0.7. Multicollinearity is within acceptable limits, with full collinearity VIP values below 3.3: EO (2.399), IV (1.239), EB (2.582), and OP (3.278) (Hair et al., 2017). These results validate the instruments and support proceeding with structural model evaluation.

4.2. Structural Model Analysis

The structural model testing results:

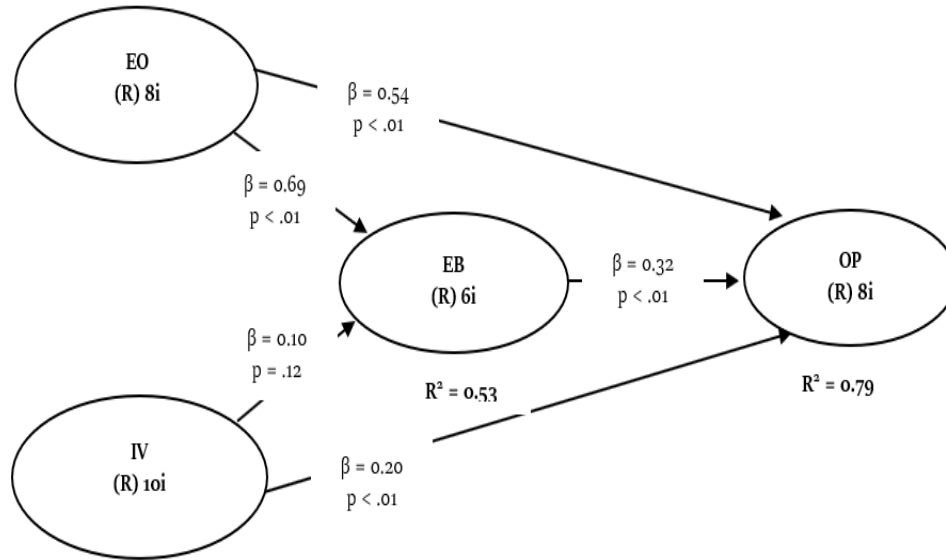


Figure 1: Research model testing results.

The hypothesis testing results, presented in the referenced table:

Table 5: Path coefficient.

Variables	EO	IV	EB
EB	0.691*	0.099 (p=0.123)	
OP	0.541*	0.195*	0.316*

Note: All significant at p<0.001*

The hypothesis testing results confirm the following relationships: H1 demonstrates a significant positive influence of EO on OP (β=0.541; p<0.001). H2 validates that EO positively and significantly impacts EB (β=0.691; p<0.001). H3 confirms that IV has a positive and significant effect on OP (β=0.195; p<0.001). However, H4, which posits a positive effect of IV on EB, is not supported as the effect is not significant (β=0.099; p=0.123). Finally, H5 establishes that EB positively and significantly influences OP (β=0.316; p<0.001). These findings underscore the critical roles of EO and EB in driving OP, while the non-significant effect of IV on EB suggests a nuanced interaction that warrants further investigation.

Table 6: Mediation analysis.

No	Variable relationship	P → D without M	P → M	M → D	P → D with M	VAF value	Result
1	EO → EB → OP	0.541*	0.691*	0.316*	0.218*	0.288	Partial mediation
2	IV → EB → OP	0.195*	0.099(p=0.123)	0.316*	0.031*	0.128	Almost no mediating effect

Note: P: predictor, D: dependent, M: mediator variable; * means p < 0.001; Ppm: effect of predictor on mediator variable; Pmd: the effect of the mediator variable on the dependent variable; Ppd w/o m: effect of predictor on dependent variable without mediator variable

The Variance Accounted For (VAF) analysis reveals that EB partially mediates the relationship between EO and OP, with a VAF value of 0.288 (Hair et al., 2017), falling within the 20%-80% range, thus supporting H6 as a partial mediator. Conversely, EB does not mediate the relationship between IV and OP, as the VAF value of 0.128 is below the 20% threshold, indicating an insignificant mediating effect for H7. These findings highlight EB's partial role in translating EO into OP, while its mediating influence between IV and OP remains negligible.

Table 7. Effect size and R-squared.

Effect Size	EO	IV	EB	OP
EB	0.500	0.032		
OP	0.453	0.092	0.247	
R-square			0.533	0.792

The study evaluates effect size and variance explained to assess the influence of latent variables. According to Hair et al. (2017), EO's effect on EB and OP is categorized as large, emphasizing its critical role in improving organizational performance. Conversely, IV's effect on EB and OP is weak, suggesting minimal practical impact. Using Chin (1998) criteria, the R-squared value for EB (0.533) is moderate, while OP (0.792) meets the substantial threshold, indicating a strong explanatory power of the model. As per Henseler et al. (2009), this substantial R-squared value confirms that multiple exogenous variables effectively explain the variance in OP, reinforcing the model's robustness and the pivotal roles of EO and EB in driving organizational success.

5. DISCUSSIONS

5.1. The Impact of Entrepreneurial Orientation on Organizational Performance

EO is a critical driver of organizational performance, defined by proactivity, innovativeness, and risk-taking, enabling firms to adapt to market changes and achieve long-term success (Torres & Augusto, 2019). EO fosters innovation and flexibility, enhancing financial performance, market expansion, and operational efficiency (Soewarno et al., 2019). Studies confirm EO's role in creating unique capabilities that provide competitive advantages, improving market share and profitability (Kusumawijaya & Astuti, 2024). However, EO's impact varies based on contextual factors like industry type, market volatility, and resources (Todorovic et al., 2022). For instance, EO excels in volatile markets but can increase inefficiencies in stable settings. Excessive emphasis on risk-taking without proper management may strain resources and financial stability. Strategic alignment of EO with market conditions and resources is essential to mitigate risks and optimize performance (Laily et al., 2023). Future research should explore moderating factors to refine EO applications across diverse organizational contexts.

5.2. The Impact of Entrepreneurial Orientation on Entrepreneurial Behavior

The relationship between EO and EB is critical in understanding organizational performance. EO, characterized by innovativeness, proactivity, and risk-taking, fosters a culture that encourages entrepreneurial activities and challenges conventional practices, enhancing firms' adaptability and innovation (Syahchari et al., 2022). Empirical evidence links strong EO frameworks to increased entrepreneurial activities, particularly in dynamic markets, enabling firms to maintain competitive advantages through venture creation and market exploration (Peng et al., 2022). EO-driven organizations empower employees to take initiative, driving innovation and problem-solving (Monalisa et al., 2023). However, the EO-EB relationship is moderated by internal factors like organizational culture and individual motivation, and external constraints such as regulatory environments and industry norms (Yang, 2022). Risk-averse employees or restrictive industries may limit EO's impact. Aligning EO with individual values and fostering autonomy is crucial for maximizing EB and improving firm outcomes. High EO integration ensures workforce innovation, ultimately boosting performance (Bai et al., 2023).

5.3. The Impact of Individual Value on Organizational Performance

IV play a critical role in shaping organizational performance (OP) by influencing employee behavior, engagement, and attitudes. Values like openness to change, achievement, and self-direction significantly drive innovation and productivity, fostering organizational success (García & Calvo, 2020; Kusumawijaya & Astuti, 2023a). Alignment between personal values and organizational goals enhances motivation, engagement, and job satisfaction, contributing to better performance and a positive work environment (Kusumawijaya & Astuti, 2021; Rehman et al., 2022). Conversely, value misalignment can hinder productivity, as employees with conflicting values often exhibit disengagement and lower output (Li, 2023). For instance, individuals valuing security and conformity may face challenges in dynamic, innovation-driven contexts requiring adaptability and risk-taking (Asare-Kyire, 2023). This underscores the necessity for a value-driven culture that harmonizes individual and organizational objectives, improving employee commitment and overall performance. Evidence highlights that IV moderately influences OP, especially when aligned with strategic goals, supporting sustainable performance outcomes (Duan, 2022).

5.4. The Impact of Individual Value on Entrepreneurial Behavior

The interplay between individual values and entrepreneurial behavior has been extensively explored in the literature. Values such as openness to change, self-direction, and autonomy are closely linked to entrepreneurial activity, fostering traits like risk-taking, innovation, and proactive exploration (Kurniawan et al., 2021). These values are foundational for pursuing new ventures and challenging conventional business models, contributing to organizational entrepreneurial outcomes (Kurdi, 2023). Despite a positive correlation between individual values (IV) and entrepreneurial behavior (EB), empirical studies reveal that this relationship is not statistically significant. This suggests that while individual values play a role, organizational factors such as entrepreneurial orientation (EO) are more impactful (Du et al., 2022). However, values centered on security, tradition, or conformity may hinder risk-taking essential for entrepreneurship, emphasizing the need to align personal values with entrepreneurial goals (Shu-wang et al., 2022). Organizations that encourage values like innovation and achievement can cultivate entrepreneurial cultures, fostering innovation and success (Todorovic et al., 2022). This alignment underscores the strategic importance of personal values in amplifying entrepreneurial outcomes (Cai et al., 2023).

5.5. The Impact of Entrepreneurial Behavior on Organizational Performance

EB significantly enhances organizational performance through innovation, risk-taking, and proactivity, enabling firms to access new markets, develop innovative products, and adapt swiftly to environmental shifts (Mulda, 2020). By fostering entrepreneurial cultures, organizations capitalize on employee creativity, leading to improved operational efficiency, market expansion, and superior financial performance (Yang, 2022). Empirical studies demonstrate a robust positive relationship between EB and organizational success, emphasizing the competitive advantage gained by embracing entrepreneurial initiatives over conservative strategies (Bismala et

al., 2022). Nevertheless, EB is not devoid of challenges. Excessive risk-taking can exhaust organizational resources and heighten financial instability, particularly in volatile or resource-constrained industries (Peng et al., 2023). Critics argue that misalignment between entrepreneurial initiatives and organizational capacities can lead to overextension and failure, as organizations lacking adequate resources or managerial expertise may falter in their efforts (Bratianu et al., 2023). Consequently, while EB is a catalyst for performance improvement, its efficacy depends on balanced risk management and robust organizational support structures (Jaiyeola et al., 2022).

5.6. The Mediation of Entrepreneurial Behavior on the Influence of Entrepreneurial Orientation on Organizational Performance

EB plays a pivotal mediating role in the relationship between EO and organizational performance. EO establishes a strategic foundation, yet it is through EB that these strategies are translated into practical outcomes like innovation and profitability (Zahro, 2023). Acting as the mechanism connecting EO to organizational success, EB converts strategic intentions into innovation, market expansion, and operational gains (Zhang, 2017). Empirical findings confirm the importance of EB as a conduit, emphasizing its critical influence in dynamic and competitive environments where agility and adaptability drive survival and success (Basheer et al., 2022). Organizations leveraging EO and fostering EB can outpace competitors by evolving their business models and offerings. However, the effectiveness of EB as a mediator is contingent on organizational resources and contextual factors. Limited capital or restricted opportunities in stable or regulated industries may weaken EB's impact (Dong et al., 2018). Nevertheless, evidence underscores EB's essential role in operationalizing EO and enhancing performance (Surin, 2023).

5.7. The Mediation of Entrepreneurial Behavior on the Influence of Individual Value on Organizational Performance

EB failed to mediate the relationship between individual values and organizational performance in this research, despite the recognized importance of individual values in shaping organizational behavior. Values such as autonomy, achievement, and innovation drive entrepreneurial activities, which are closely linked to improved organizational outcomes (Alanazi, 2018). While individual values theoretically influence organizational performance through EB, this mediation effect relies heavily on organizational context and culture (Xiang & Wang, 2022). Empirical evidence supports EB as a mechanism connecting individual values to enhanced organizational performance, particularly in resource-rich, innovation-driven environments where entrepreneurial initiatives thrive (Behera, 2023). However, rigid organizational structures or limited resources can diminish this effect, restricting employees' ability to act on entrepreneurial tendencies (Zhou et al., 2022). Furthermore, alignment between individual values and organizational culture is crucial; cultures promoting risk-taking and innovation enable employees to leverage EB for organizational success (Jiang et al., 2017). Conversely, mismatched values and expectations weaken EB's mediating role (Pérez & Guevara, 2023). Thus, fostering a supportive culture and resources enhances EB's impact on performance (Nawaz, 2021).

6. DISCUSSIONS

This research comprehensively examines the intricate relationships between entrepreneurial orientation (EO), individual values (IV), entrepreneurial behavior (EB), and organizational performance (OP). Empirical evidence underscores EO's pivotal role in enhancing OP, both directly and through the mediating influence of EB. EO significantly impacts OP by driving entrepreneurial activities, which act as the conduit for translating strategic orientation into performance outcomes. While EO demonstrates a robust direct effect on OP, EB's mediation amplifies this impact, facilitating innovation and market responsiveness. Conversely, while IVs such as autonomy, achievement, and innovation contribute to OP, their influence is not significantly mediated by EB. Despite this, fostering EB is crucial for organizations aiming to maximize the potential of IV and EO. EB converts these values into actionable entrepreneurial activities, though its mediation in IV-OP relationships is less pronounced. The findings highlight that organizational success hinges on creating an environment supportive of EB. Organizations that align strategic objectives, cultural values, and resource allocation to promote entrepreneurial initiatives achieve superior innovation, market performance, and competitiveness. Thus, while EO and IV provide a strategic foundation, it is the engagement in EB that transforms these orientations into tangible performance gains, demonstrating its indispensable role in driving organizational success.

Despite the valuable insights this research offers, several limitations warrant consideration. First, the study's sample size, limited to SMEs, restricts the generalizability of findings across industries and regions. A larger, more diverse sample could enhance understanding of how these relationships vary across organizational contexts and uncover moderating factors like industry type or market volatility. Second, reliance on self-reported data introduces potential biases, including social desirability and subjective assessments. While SEM analysis supports robust statistical conclusions, incorporating objective measures such as financial metrics or third-party evaluations could reduce bias and improve result accuracy. Third, the study emphasizes direct and mediating relationships but omits moderating variables like organizational culture, resource availability, and market dynamics. These factors could significantly influence the strength and direction of EO, IV, and EB's impact on OP. Future research should examine these variables to provide a more nuanced understanding. Lastly, the cross-sectional design limits causal inferences. Longitudinal studies are needed to establish causality and explore the

evolution of these relationships over time, offering deeper insights into how EO, IV, and EB contribute to sustained organizational success.

This research offers substantial implications for both practical applications and theoretical advancement. Practically, the findings underscore the critical role of fostering entrepreneurial behavior (EB) to bridge entrepreneurial orientation (EO) and individual values (IV) with organizational performance (OP). Managers must recognize that EO and IV alone are insufficient; their effectiveness depends on the translation of these orientations into entrepreneurial activities. Organizations should cultivate environments that promote risk-taking, innovation, and proactivity through targeted leadership programs, incentivized entrepreneurial behaviors, and cultures valuing creativity and autonomy. Theoretically, this research advances entrepreneurship literature by elucidating the mediating role of EB in the EO-OP and IV-OP relationships. It reinforces existing theories highlighting EO's impact on organizational success and extends them by identifying IV's influence on EB and subsequent performance outcomes. This integrative perspective enriches understanding of the psychological and behavioral antecedents of entrepreneurship, emphasizing how individual and organizational factors jointly contribute to performance. The study's use of structural equation modeling (SEM) provides a robust methodological framework, enabling simultaneous assessment of direct and indirect effects. This comprehensive approach clarifies the mechanisms through which EO and IV influence OP. Future research can leverage this foundation to explore additional variables or test these dynamics across diverse organizational settings for broader applicability.

This research highlights several opportunities for future academic inquiry to deepen understanding of the relationships between entrepreneurial orientation (EO), individual values (IV), entrepreneurial behavior (EB), and organizational performance (OP). A key area for future exploration is the role of contextual factors such as organizational culture, industry type, and market conditions as moderators. Investigating how these variables influence the EO, IV, EB, and OP relationships could provide actionable insights for tailoring entrepreneurial strategies to different environments. Longitudinal studies represent another promising avenue. While this research demonstrates the positive impacts of EO, IV, and EB on OP, tracking these dynamics over time could uncover how they evolve and contribute to sustained competitive advantage and long-term success. Leadership also warrants deeper investigation, given its central role in fostering EB. Research could examine leadership styles and practices that effectively promote entrepreneurial culture across varied organizational and industry contexts. Finally, further studies could explore the impact of diverse dimensions of individual values, such as security or conformity, on EB and OP. Understanding how such values interact with entrepreneurial behavior would offer a nuanced view of individual contributions to organizational outcomes. This research lays a robust foundation for advancing the theoretical and practical understanding of entrepreneurship's role in organizational success.

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