



ENTREPRENEURIAL ORIENTATION AND PERSONAL GROWTH ON ORGANIZATIONAL PERFORMANCE: THE ROLE OF INNOVATION CAPABILITY

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Abstrak

Kinerja organisasi adalah keberhasilan organisasi dalam mencapai keunggulan kompetitif yang dipengaruhi oleh sikap kewirausahaan, pola pikir, pertumbuhan pribadi, dan kemampuan inovasi. Penelitian ini bertujuan untuk menguji bagaimana sikap kewirausahaan, pola pikir, dan pertumbuhan pribadi yang diadopsi oleh perusahaan mempengaruhi kinerja perusahaan melalui proses inovasi. Populasi dalam penelitian ini adalah 19.044 UMKM Kabupaten Banyumas, Cilacap, dan Brebes. Pengambilan sampel dilakukan dengan metode stratified sampling sehingga diperoleh sampel sebanyak 200 responden. Penelitian ini menggunakan metode analisis SMART – PLS. Hasil penelitian menunjukkan bahwa sikap kewirausahaan, pola pikir, pertumbuhan pribadi, dan kemampuan inovasi berpengaruh positif terhadap kinerja organisasi, dan kemampuan inovasi memediasi sikap kewirausahaan, pola pikir, pertumbuhan pribadi terhadap kinerja organisasi.

Kata Kunci: Sikap Kewirausahaan, Pola Pikir, Kemampuan Inovasi, Kinerja Organisasi

Abstract

Organizational performance is the success of an organization in achieving competitive advantage that is influenced by entrepreneurial attitude, mindset, personal growth, and innovation ability. This research aimsto examine how the entrepreneurial attitude, mindset, and personal growth adopted by companies affect company performance through the innovation process. The population in this study is 19,044 MSMEs in Banyumas, Cilacap, and Brebes regencies. Sampling was carried out by stratified sampling method so that a sample of 200 respondents was obtained. This research uses the SMART – PLS analysis method. The results showed that entrepreneurial attitude, mindset, personal growth, and innovation ability positively affect organizational performance, and innovation ability mediates entrepreneurial attitude, mindset , personal growth towards performance organization.

Keywords: Entrepreneurial Attitude, Mindset, Personal Growth, Innovation Capability, Organizational Performance

INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) face tight competition. An increasingly narrow business environment causes this due to many competitors. Amid uncertainty and changes in the business environment, companies must take strategic action to overcome challenges to maintain survival and sustainable competitive advantage (Darmanastra & Nursyamsiah, 2023).

Tabel 1. Central Java MSME Ranking 2022

No	Regency	MSME Unit	Ranking of MSMEs in Central Java
1	Banyumas	8,551	5
2	Brebes	8,386	6
3	Cilacap	2,107	18

Source: Satudata.dinkop-umkm.jatengprov.co.id

Based on data provided by the Central Java Province Cooperatives and MSMEs Service, MSMEs in Banyumas Regency are ranked 5th, followed by Brebes Regency in 6th place, and Cilacap Regency in 18th place. Based on MSME unit data, Banyumas Regency and Brebes Regency experience significant competition because they are ranked in the top 10 with the largest MSMEs in Central Java. Meanwhile, Cilacap Regency is ranked below the top 10. According to the jatengprov.co.id website, this is caused by a lack of access for Cilacap MSMEs to the market. [Andharini \(2012\)](#) stated that one of the challenges in empowering MSMEs is limited market access for MSMEs. Based on these problems, MSMEs must take appropriate steps to encourage business growth amidst existing problems, such as marketing difficulties and increasingly fierce competition. One action that can be taken is to improve the performance of MSME organizations ([Aisyah et al., 2022](#)).

Organizational performance is the organization's ability to manage and utilize resources to face competition and achieve competitive advantage ([Barney, 1991](#)). Organizational performance in the form of good resources and capabilities is significant for companies in building competitive advantages superior to competitors in their industry. On the other hand, companies that do not strive to develop their resources and capabilities to create competitive advantages will have less than optimal performance ([Innayah et al., 2021](#)). [Kurniawan \(2016\)](#) and [Pratama et al. \(2020\)](#) believe that achieving optimal work results in an organization can be achieved by efficiently controlling and utilizing organizational resources.

MSME players must adopt strategic efforts to maintain business continuity by utilizing all the company's resources ([Aisyah et al., 2022](#)). One strategy that can be taken is to apply Resource Based View Theory (RBV) by [Wernfelt \(1984\)](#) and further developed by [Barney \(1991\)](#). This approach focuses on dynamic capabilities that enable a company to continue to develop its competitive advantage and survive in the long term. A resource-based approach is a concept that can help entrepreneurs achieve competitive advantage ([Barney, 1991](#)). To determine the value of good organizational performance, indicators are needed to measure the extent of the success of MSME performance ([Wibowo, 2018](#)). Based on Resource Based View Theory (RBV), many factors influence organizational performance to maintain competitive advantage, including Entrepreneurial Attitude, Entrepreneurial mindset, Personal Growth and Innovation Capability factor.

This research refers to [Munawar et al. \(2023\)](#) which tested Online Entrepreneurial Education, Entrepreneurial Attitude, Entrepreneurial Mindset, Professional Growth on Entrepreneurial Success (Y) with Innovation as a mediating variable. Many studies focus on the

factors that influence Entrepreneurial Success, but there is a void in the literature regarding how these factors are directly related to and influence organizational performance. Previous research has identified how Entrepreneurial Attitude, Entrepreneurial Mindset, and Personal Growth through innovation ability influence individual success in entrepreneurship, but there have been no studies that have explored the relationship between these factors and organizational performance. So, This research fills the gap by identifying how previous factors can influence Organizational Performance in the context of MSMEs. This research will help analyze the factors that influence the competitiveness of MSMEs, so that business actors can develop strategies and policies that support improving the performance of MSMEs.

This research aims to examine how entrepreneurial attitude, entrepreneurial mindset, and personal growth implemented by companies influence company performance through the innovation process. This research adopts the Resource Based View Theory proposed by (Wernefelt, 1984), to develop and test hypotheses about medi-ation effects using samples of MSMEs from Banyumas, Cilacap and Brebes Regencies. This study focuses on the relationship between the innovation process and entrepreneurial attitude, entrepreneurial mindset, and personal growth on company performance. It analyses the direct and indirect influence on company performance through the innovation process.

LITERATURE REVIEW

Resource-Based View Theory

Resource Based View Theory (RBV) is a theory put forward by Wernefelt (1984) and further developed by (Barney, 1991). This theory suggests that organizations that are able to utilize their resources effectively and efficiently will gain a competitive advantage and sustainable organizational performance (Innayah et al., 2020). This theory states that the success of an organization in achieving excellence and high performance depends on its ability to utilize the resources it has. The potential for developing sources of competitive advantage lies in the organization's ability to create knowledge and make decisions (Barney, 1991).

The Resource Based View theory states that rare, valuable, inimitable and non-substitutable internal resources can be a source of sustainable competitive advantage for an organization. The concepts of entrepreneurial attitude, entrepreneurial mindset, personal growth and innovation capabilities, which include the willingness to take risks, innovation, and opportunity orientation, can be linked to company efforts to develop and optimise scarce and valuable resources to improve organizational performance and create competitive advantages (Utama, 2011).

Organizational Performance

Organizational Performance can be interpreted as the level of success in completing tasks performed by the organization, including a number of factors and elements that collectively provide an overview of the efficiency, effectiveness, and achievement of goals that have been set by the organization (Khalique et al., 2018).

Entrepreneurial Attitude

Entrepreneurial attitudes refer to the extent to which individuals form their assessment of the positive and negative impacts of being an entrepreneur, encompassing a frame of mind that reflects their views on the consequences and implications associated with taking on the role of entrepreneur (Linan & Chen, 2009).

Entrepreneurial Mindset

Entrepreneurial mindset is a relationship between assertiveness and doubt in business actors that involves a process of reflection related to business strategy decisions in order to ensure long-term success and sustainable business continuity (Mathisen & Arnulf, 1970).

Personal Growth

Personal growth is defined as an individual's ability to develop fundamental aspects within themselves. This includes the capacity to manage personal development mindfully, respond to challenges with resilience, and commit to processes that involve improving skills, attitudes, and self-understanding (Gholami & Al Tahoo, 2021).

Innovation Capability

Innovation ability is the ability of a company to effectively combine and optimize the knowledge and skills possessed by members of the organization, as well as available resources, to create innovation in various operational and strategic aspects (Prakasa et al., 2022).

HYPOTHESIS DEVELOPMENT

The Influence of Entrepreneurial Attitude on Organizational Performance

According to Resource Based View (RBV) by Barney (1991) Entrepreneurial attitudes such as knowledge and skills can help in developing products and services that are unique and difficult for competitors to imitate, thereby creating business advantages. Based on the four dimensions of entrepreneurial attitudes, namely achievement, innovation, personal control and self-esteem, innovation has the most significant influence on company performance. Brown & Eisenhardt (1995) identified that innovative companies are able to produce significant performance because of their ability to create and introduce new products and technologies.

Several previous studies were carried out by Soegoto & Kadisi (2017), Addae & Kraa (2020) which show that entrepreneurial attitude positively impacts organizational performance. Based on this, the hypothesis proposed in this research is:

H1: Entrepreneurial Attitude has a positive effect on Organizational Performance

The Influence of Entrepreneurial Mindset on Organizational Performance

Resource Based View (RBV) by Barney (1991) states that competitive advantage can be achieved with resources that have a positive mindset, actively seek opportunities, innovation, dare take risks and accept reality of change and uncertainty. The importance of an entrepreneurial thinking framework is illustrated by supporting new ideas to create jobs and developing resources that spur entrepreneurial activity (Asnawati, 2021). Individual enthusiasm for opportunities is positively related to business survival and is a key factor for success in business activities (Suvittawat, 2019).

Previous research by Jemal (2021), Layoo & Rahman (2019), and Perkasa & Abadi (2020) concluded that there is a significant positive influence of entrepreneurial mindset on organizational performance. Based on this, the hypothesis proposed in this research is:

H2: Entrepreneurial Mindset has a positive effect on Organizational Performance

The Influence of Personal Growth on Organizational Performance

Personal growth is individual growth to develop their potential as they need to express themselves to become individuals open to new experiences (Ryff, 1989). This is based on the Resource Based View (RBV) perspective which states that organizations that have resources with individuals who have potential can be developed even better, because the higher the quality of the resources, the better the level of organizational performance (Barney, 1991).

Based on research by Egwakhe et al., (2022), Ratnasari & Tarimin (2021), and Purwanto et al., (2020) proves that personal growth has a positive correlation with organizational performance. Based on this, the hypothesis proposed in this research is:

H3: Personal Growth has a positive effect on Organizational Performance

The influence of Innovation Capability on Organizational Performance

Rogers (1983) suggests that companies must be innovative to gain a competitive advantage in order to survive in competition. Rationalisation of the link between innovative capabilities and competitive advantage according to Mulyana (2014), that innovative capabilities enable companies to modify existing technology for the better, creating new technology, skills and knowledge in preparation for changes in the environment. This is by the Resource Based View (RBV) by Barney (1991) which states that the success of an organization in achieving excellence and high performance depends on its ability to utilize the resources, Puryantini et al., (2017), Pratiwi & Fanani (2019), Zainol & Al Mamun (2018), Calik et al., (2017) that innovation capabilities positively influence business performance by creating new systems and product development. Based on this explanation, the hypothesis proposed in this research is:

H4: Innovation has a positive effect on Organizational Performance

Innovation Capability Mediating Entrepreneurial Attitude on Organizational Performance

This research identifies the importance of entrepreneurial orientation, namely entrepreneurial attitude, to improve performance through product innovation. With a strong entrepreneurial attitude, organizations can create an environment that encourages innovation, improving organizational performance (Pratama et al., 2019). An entrepreneurial orientation enables SMEs to act effectively and efficiently, which is critical for sustainability in today's competitive era (Pratono et al., 2019).

This is consistent with the Resource Based View (RBV) theory by Barney (1991), which argues that a company's competitive advantage comes from the unique resources the company has, such as valuable knowledge, individual skills, and management that are rare, cannot be imitated by competitors, and have no substitute alternatives (Wu, 2012). Previous research by Madhoushi et al. (2011), Pratono et al., (2019), and Majali et al. (2022) has shown the partial influence of entrepreneurial orientation on business performance through innovation. Referring to the description above, it can be concluded that entrepreneurial orientation by promoting product innovation will lead to superior performance. Based on the explanation above, the hypothesis proposed in this research is:

H5: Innovation Capability mediates the relationship between Entrepreneurial Attitude and Organizational Performance

Innovation Capability Mediating Entrepreneurial Mindset on Organizational Performance

The Resource-Based View (RBV) Theory by (Barney, 1991) states that rare, valuable, inimitable, and non-substitutable internal resources can be a sustainable competitive advantage for organizations. A valuable organizational asset is an entrepreneurial mindset as a resource with a proactive attitude, the ability to see business opportunities, innovate, adapt to market changes, and dare to take risks. So, to improve business performance, product innovation is needed that is in line with market demand and customer needs, as well as proactive thinking in looking for new business opportunities (Wardi et al., 2017).

Looking at previous research by Wardi et al., (2017), Covin & Slevin (1991), it has been found that entrepreneurial mindset, innovation, and organizational performance have a positive relationship and innovation mediates between entrepreneurial mindset and organizational performance. Based on the description above, the hypothesis proposed in this research is:

H6: Innovation Capability Mediates Entrepreneurial Mindset on Organizational Performance

Innovation Capability Mediates personal growth on organizational performance

Based on the Resource Based View (RBV) theory, resources are considered valuable if they can be used to create economic value and profit (Barney, 1991). One aspect that needs to be considered in a company is that without the support of leaders who have the mindset to develop

and successfully build their business, employees cannot be involved in product innovation, because innovation requires quality resources (Chege & Wang, 2020).

Based on previous research by Kimathi et al., (2019) innovation is positively related to organizational performance. Product innovation significantly offsets the company's negative impact on the environment and improves the company's reputation and performance. Based on the explanation above, the hypothesis proposed in this research is:

H7: Innovation Capability mediates the relationship between Personal Growth and Organizational Performance

RESEARCH METHOD

Research data was obtained through a questionnaire instrument by providing a list of statements from Linan & Chen (2009), Mathisen & Arnulf (1970), Gholami & Al Tahoo (2021), Prakasa et al., (2022), Khalique et al., (2018) to respondents via GoogleForms using a Likert scale. The population of this study consisted of 19,044 business actors located in the districts Banyumas, Brebes, and Cilacap. Sampling was conducted using the stratified sampling method, namely sampling, where the population is divided into several groups by determining the characteristics suitable as a sample (Sekaran & Bougie, 2016). The division of strata in research is included in simple stratification where each stratum is sampled in a simple random manner with the aim of ensuring that the sample represents the character of all elements of the population. So The consumer population is divided into strata based on Gender, Age, Religion, Regional Origin, Business Criteria, Ownership Structure, Monthly Turnover, and Business Sector. So that the number of samples was obtained as many as 200 samples.

Data analysis techniques using Smart Partial Least Square (Smart-PLS). The Smart-PLS data analysis method is used when the structural model is complex and includes many indicators (Hair et al., 2016). Smart-PLS which includes two models, namely the outer model and the inner model, is the data analysis method applied in this research. The outer model tests the validity and reliability of the variables studied. Meanwhile, inner model testing was carried out to test R-Square and f-Square. Both models were evaluated using the PLS Algorithm Technique. Next, hypothesis testing is carried out using the bootstrapping method.

The operational definition and quantification of indicators are described in table 2

Table 2. Operational Definition and Variable Measurement

Variable	Operational definition	Indicator
X1 : Entrepreneurial Attitude	Entrepreneurial attitude is the extent to which individuals hold their judgments about the positive and negative impacts of being an entrepreneur (Linan & Chen, 2009)	EA 1: Personal Attitude (Linan & Chen, 2009)
X2: Entrepreneurial Mindset	Entrepreneurial mindset is the relationship between assertiveness and doubt in business actors (Mathisen & Arnulf, 1970). Thus, individuals have challenges taking every step and opportunity to improve company performance and maintain competitiveness.	EM1: Elaborating Mindset EM2: Implementing Mindset (Mathisen & Arnulf, 1970).

X3: Personal Growth	Personal Growth is defined as an individual's ability to control destiny and how they face challenges during the process of improving the individual's personality (Gholami & Al Tahoo, 2021)	PG 1: Control On Their Destiny PG 2: Entrepreneurs Face New Challenge PG 3: Expert Problem Solver PG 4: Entrepreneurs Personal Power PG 5: Self Development PG 6: Ability To Meet Challenges (Gholami & Al Tahoo, 2021)
M: Innovation Capability	Innovation capability is a company's capability to apply collective knowledge, skills, and resources to develop new products, processes, services, management, marketing, or organizational work systems (Prakasa et al., 2022).	I1: Innovative Product I2: Innovative Process I3: Innovative Behavior I4: Innovative Resources (Prakasa et al., 2022)
Y: Organizational Performance	Organizational performance can be interpreted as the level of success in completing tasks carried out by the organization, which includes four main dimensions: the financial perspective, customer perspective, internal business process perspective, and learning and growth perspective (Khalique et al., 2018).	OP 1: Financial Perspective OP 2: Customer Perspective OP 3: Internal Business Process Perspective OP 4: Learning and Growth Perspective (Khalique et al., 2018).

RESULT

The respondents for this research involved MSMEs in the districts of Banyumas, Cilacap, and Brebes. A total of 200 respondents filled out the questionnaire. The results of the respondent analysis are presented in Table 3.

Table 3. Respondent Characteristics

Criteria	Sub Criteria	Percentage
Age of Business Owner	< 20 years	2.5%
	20 - 40 years	50.5%
	41 – 60 years	45%
	61 – 80 years	2%
Origin	Banyumas	66.5%
	Brebes	17%
	Cilacap	16.5%
Business Criteria	Micro	61.5%

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Ownership Structure	Small	30%
	Intermediate	8.5%
	Privately Owned Business	85%
	Family Business	12.5
	Limited Partnership (CV)	2%
	Limited Liability Company (PT)	0.5%
Monthly Turnover	<Rp. 5,000,000	33.5%
	Rp. 5,000,000 – Rp. 10,000,000	32.5%
	Rp. 10,000,000 – 15,000,000	10.5%
	Rp. 15,000,000 – 20,000,000	9.5%
	>Rp. 20,000,000	14%
	Business Sector	Culinary
Fashion		7.5%
Beauty		4.5%
Electronic		2%
Wholesale and retail businesses		15.5%
Automotive		4%
Craft		1.5%
Barbershop		1%

Source: Results of distributing questionnaires

The outer model involves testing convergent validity, discriminant validity, composite reliability, and usage of Cronbach alpha to measure how reliable and quality the data collected. The convergent validity test result are presented in figure 1.

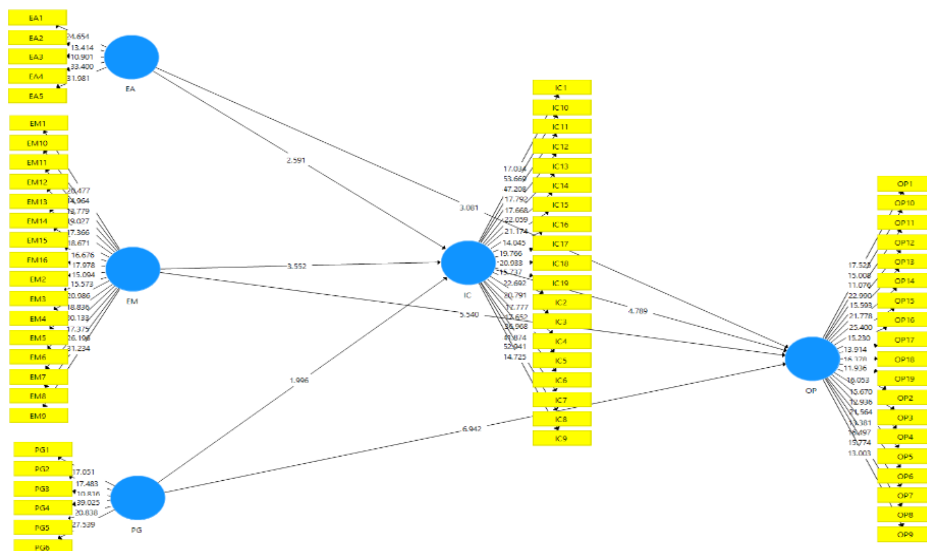


Figure 1. Convergent Validity

Source: SEM-PLS data processing results (2023)

Figure 1, shows that all indicators meet the convergent validity requirements with a loading factor value of more than 0.7, so it can be said that convergent validity is met.

Table 4. Discriminant Validity and Composite Reliability

	Composite Reliability	AVE	AVE
EA	0.889	0.617	Reliable
E.M	0.962	0.615	Reliable
I.C	0.960	0.631	Reliable
OP	0.911	0.658	Reliable
P.G	0.973	0.557	Reliable

Source: SEM-PLS data processing results (2023)

Tabel 4, shows that the average value of the variance extracted from all these variables meets the requirements with a value greater than 0.5. Thus, it can be concluded that all variables have met the requirements for discriminant validity. The composite reliability value of all variables has a value of more than 0.7. So, it is considered reliable and able to measure the actual value of the reliability of a construct. So, it can be concluded that the variables used in the research show adequate consistency because the regression results are reliable.

The structural model test used are R-Square and f-square. The R-square test result are presented in table 5.

Table 5. R-Square

	R-Square	Adjusted R-Square
IC(M)	0.641	0.636
OP(Y)	0.918	0.916

Source: SEM-PLS Data Processing Results (2023)

Based on Table 5, the results of the Inner Model processing show an R-Square Innovation Capability (IC) value of 0.636. This value shows that innovation capability influences 63.6% on entrepreneurial attitude, entrepreneurial mindset, and personal growth, while other variables outside this research influence the other 35.9%. Apart from that, the R-Square Organizational Performance (OP) value of 0.916 means that organizational performance has a 91.6% influence on entrepreneurial attitude, entrepreneurial mindset, and personal growth. In comparison, other variables outside this research influence the other 8.2%.

The F-Square test results are presented in table 6.

Table 6. f-square

	IC(M)	OP (Y)
EA	0.063	0.059
E.M	0.119	0.290
P.G	0.029	0.644
I.C		0.159

Source: SEM-PLS Data Processing Results (2023)

Based on table 6, the results for the variable entrepreneurial attitude are 0.063 entrepreneurial mindset 0.119, personal growth 0.029. This means that entrepreneurial attitude and entrepreneurial mindset have a big influence on innovation capability, while the personal growth variable has a small influence on innovation capability (M).

The f-square organizational performance table reveals the results for the variables entrepreneurial attitude 0.059, entrepreneurial mindset 0.290, personal growth 0.644. This means that entrepreneurial attitude and entrepreneurial mindset have a big influence on organizational performance, while the personal growth variable has a small influence on organizational performance (Y).

The path coefficient test results are presented in table 7.

Table 7. Path Coefficient results for direct influence

	Original Sample(0)	t. Statistics	p values	Information
EA→OP	0.139	2,880	0.004	Accepted
E.M→OP	0.303	5,805	0,000	Accepted
P.G→OP	0.415	7,126	0,000	Accepted
I.C→OP	0.191	4,659	0,000	Accepted
EA→I.C→OP	0.056	2,304	0.022	Accepted
E.M→I.C→OP	0.073	2,811	0.005	Accepted
P.G→I.C→OP	0.035	1,650	0.099	Accepted

Source: SEM-PLS Data Processing Results (2023)

Based on table 7, it shows that entrepreneurial attitude, entrepreneurial mindset, and personal growth influence organizational performance, and innovation capability mediates entrepreneurial attitude, mindset, personal growth towards organizational performance.

DISCUSSIONS

First Hypothesis Testing Results

From the results of the analysis carried out using the bootstrapping method, it shows that the influence of Entrepreneurial Attitude on Organizational Performance has a significant positive affect. The results of this research are in line with the Resource Based View theory by Barney (1991), which states that entrepreneurial attitudes such as knowledge and skills can help in developing products and services that are unique and difficult for competitors to imitate, thereby creating business advantages. The results of this study are in line with the findings Soegoto & Kadisi (2017), Addae & Kraa (2020), Rifantama & Suryaningrum, (2022) who found a positive relationship between entrepreneurial attitude and organizational performance. Meanwhile, research conducted by Indah et al., (2023), Yusfiarto et al., (2017), Alhnity et al., (2016) stated that Entrepreneurial Orientation has no effect on organizational performance and suggested government involvement to regulate business actors.

Second Hypothesis Testing Results

From the results of the analysis carried out using the bootstrapping method, it shows that the influence of Entrepreneurial Mindset on Organizational Performance has a significant positive affect. The results of this research are in line with the Resource Based View theory by Barney (1991), which states that individuals who have a positive mindset actively seek opportunities, innovate, dare to take risks and accept the reality of change and uncertainty. Entrepreneurial mindset as a relationship between assertiveness and doubt in business actors makes individuals have challenges in taking steps and opportunities to improve company performance and maintain its competitiveness (Mathisen & Arnulf, 1970). The results of this study are in line with the findings Jemal (2021), Layoo & Rahman (2019), Prakasa & Abadi (2020) concluded that there is a significant positive influence of entrepreneurial mindset on organizational performance. While research conducted by Wardoyo et al., (2015), Frank et al., (2010), Stam & Elfring, (2008) states that Entrepreneurial Mindset has no effect on Organizational Performance. Organizational performance depends not only on the entrepreneurial mindset but also on other factors such as operational efficiency, resource management, or marketing strategies and the influence of entrepreneurial mindset can vary greatly in business and industry contexts.

Third Hypothesis Testing Results

From the results of the analysis carried out using the bootstrapping method, it shows that the influence of Personal Growth on Organizational Performance has a significant positive affect. The results of this research are consistent with Resource Based Theory by Barney (1991), which argues that a firm's unique, potentially valuable set of resources can contribute to enhancing a firm's competitive advantage. Organizations can achieve better improvement by developing companies that have individuals with superior potential. This proves that the more quality the resources you have, the more organizational performance will increase. The results of this study are in line with Egwakhe et al., (2022), Ratnasari & Tarimin (2021), Purwanto et al., (2020) states that personal growth has a positive relationship with organizational performance. In contrast to research conducted by Julianry et al., (2017), Nurrohmat (2022) and Lim & Teoh (2021) which states that Personal Growth has no effect on Organizational Performance. Organizational performance can be achieved maximally not only because of qualified employees. Although personal development has been improved, its implementation is not always effective. If an organization fails to integrate personal growth into its culture and practices, its impact will be limited.

Fourth Hypothesis Testing Results

From the results of the analysis carried out using the bootstrapping method, it shows that the influence of Innovation Capability on Organizational Performance has a significant positive affect. The results of this research are in line with the Resource Based Theory theory by Barney (1991), which states that companies can create and maintain competitive advantages through innovation. In business, especially in dynamic markets, innovation is one of the main factors that helps companies face unstable changes in the external environment, so innovation is the main driver for achieving long-term success. The results of this study are consistent Addae & Kraa (2020), Pratiwi & Fanani (2019), Zainol & Al Mamun (2018), Calik et al., (2017), Tjahjaningsih (2013) that innovation capabilities positively influence business performance by creating new systems and product development. Meanwhile, research conducted by Rofiaty et al., (2015) and Anggarini et al., (2022) stated that Innovation Capability has no effect on Organizational Performance. Some companies may face challenges in creating a culture of innovation that supports new ideas. Organizational factors, corporate culture, or the inability to explore new ideas can affect innovation on performance.

Fifth Hypothesis Testing Results

From the results of the analysis carried out using the bootstrapping method, it shows that the influence of Entrepreneurial Attitude on Organizational Performance through Innovation Capability Performance has a significant positive affect. The importance of entrepreneurial orientation is entrepreneurial attitude to improve performance through product innovation. Having a strong entrepreneurial attitude, organizations can create an environment that encourages innovation, which in turn can improve organizational performance (Pratama & Wibowo, 2017). The results of this research are in line with the Resource Based Theory theory by Barney (1991), which states that. In the current competitive era, entrepreneurial orientation is an important factor for SMEs to operate effectively and efficiently. The results of this study are in line with Madhoushi et al., (2011), Pratono et al., (2019), Majali et al., (2022) that innovation capability mediates entrepreneurial attitude on organizational performance.

Sixth Hypothesis Testing Results

From the results of the analysis carried out using the bootstrapping method, it shows that the influence of Entrepreneurial Mindset on Organizational Performance through Innovation Capability has a significant positive affect. The results of this research are in line with the Resource Based Theory theory by Barney (1991), which states that ways of thinking and experience enable individuals to compete and develop future innovations. The results of this study are in line with Shujahat et al., (2019), Wardi et al., (2017), Covin & Slevin (1991) that entrepreneurial attitude, innovation, and organizational performance have a positive relationship and innovation mediates between entrepreneurial mindset and organizational performance. Entrepreneurship refers to an individual mentality that involves a proactive attitude, the ability to see business opportunities, innovation, adaptation, and the courage to take risks. Therefore, to improve business performance, it is important to innovate and think proactively in looking for business opportunities (Wardi et al., 2017). Sedangkan penelitian yang dilakukan oleh

Seventh Hypothesis Testing Results

From the results of the analysis carried out using the bootstrapping method, it shows that the influence of Personal Growth on Organizational Performance through Innovation Capability has a significant positive affect. The results of this research are in line with the Resource Based Theory theory by Barney (1991), which states that unique resources can be used to create innovations that can provide competitive advantages for companies. Deployment of resources leads to superior performance of SMEs, improves the company's market reputation and as a result, companies get more clients which increases their revenues (Chen & Chang, 2013). The results of this study are in line with Kimathi (2019), Chege & Wang (2020), and Kusuma et al., (2021) innovation is positively related to organizational performance. Product innovation significantly offsets the company's negative impact on the environment and improves the company's reputation and performance.

CONCLUSIONS

This research aims to test entrepreneurial attitude, entrepreneurial mindset, personal growth on organizational performance, by considering innovation capability as a mediating variable in the influence of these three relationships. The results of this research show significant positive results on the proposed hypothesis. In addition, individuals with a positive entrepreneurial mindset tend to see challenges as opportunities and look for new ways to improve organizational performance to produce innovations that are relevant and ready to face competition. In improving organizational performance through innovation, personal growth also plays an important role in developing their skills, knowledge and competencies so that they have a better ability to contribute to creating innovation.

Overall, this research concludes that entrepreneurial attitude, entrepreneurial mindset, personal growth, and innovation capability have a positive influence on the sustainability of MSMEs in Banyumas, Cilacap, and Brebes Regencies. Through innovation, entrepreneurial attitude, entrepreneurial mindset, and strong personal growth, you can create added value, face competition, and meet customer needs in a more effective and efficient way so that you can survive in the face of developments in globalization, hone your ability to create innovation to improve overall organizational performance.

RECOMMENDATIONS

Based on the results of the study, the suggestions that can be given are as follows:

1. Practical advice : The results of this study have important implications for MSMEs in Central Java, especially the Banyumas, Cilacap and Brebes areas, in improving organizational capabilities to produce innovations that are relevant and have a positive impact on organizational performance. This research emphasizes the importance of a strong entrepreneurial attitude in organizations that can encourage individuals to seek new opportunities, overcome obstacles and create innovation. This has an impact on organizational performance, because innovation is a key factor in long-term growth and success.
2. Theoretical advice : A possible limitation is the existence of external factors that influence organizational performance. Every individual has limitations in their ability and capacity to develop personally. Not all individuals have the same entrepreneurial attitude and mindset, or are able to experience personal growth at the same level. This can affect organizational performance and innovation capabilities. So, to improve entrepreneurial attitude, entrepreneurial mindset, and personal growth, it is important to develop supporting programs and policies such as training, mentoring, or relevant career development programs, as well as creating a culture of recognition and appreciation for innovative contributions.

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