



UNIVERSITAS PELITA HARAPAN

Final Assignment Statement and Upload Agreement

I/we, the undersigned,

Name - Student ID : 1. LEE DONG KYU - 01013190027
 2.
 3.

Faculty : Economics and Business
 Study Program : Management
 Campus Location : Jakarta
 Type of Final Assignment : Thesis (S1)
 Title :
**THE IMPACT OF ENTREPRENEURIAL LEADERSHIP AND LEARNING
 ORIENTATION ON ORGANIZATIONAL PERFORMANCE, MEDIATED BY
 INNOVATION CAPACITY**

hereby declare that

1. This Final Assignment is my/our own work with the guidance of my/our final assignment supervisor and not a duplication of any other published paper or paper that has been used to get an academic degree from any universities;
2. This Final Assignment is not a plagiarized work from the work of others, and if I/we quote from someone's work, it will be listed in the reference list according to the applied citation style and regulations;
3. I/we hereby grant Universitas Pelita Harapan the non-exclusive royalty-free right for said work to be uploaded to Universitas Pelita Harapan Repository.

If one day a violation of copyright/legislation and academic integrity is found in said work, I/we will personally bear all forms of liability and academic sanctions that arise and release Universitas Pelita Harapan from all liability.

Place : Tangerang

Date : 17-Apr-2023

The Declarer,

Signage			
Name	(LEE DONG KYU -)	()	()
	01013190027		



UNIVERSITAS PELITA HARAPAN
FACULTY OF ECONOMICS AND BUSINESS

THESIS APPROVAL

**THE IMPACT OF ENTREPRENEURIAL LEADERSHIP AND
LEARNING ORIENTATION ON ORGANIZATIONAL PERFORMANCE,
MEDIATED BY INNOVATION CAPACITY**

By :
Name : Lee Dong Kyu
ID Number : 01013190027
Study Program : Management

This thesis has been checked and recommended for final and comprehensive oral defense to get a Sarjana Manajemen at the Universitas Pelita Harapan, Tangerang, Banten.

Tangerang, April 28, 2023

Approved by :
Supervisor

Jacqueline Sandra Sembel, S.Pd., S.E., M.M.

Head of Management Study Program

(Dr. Vina Christina Nugroho, S.E., M.M.)

Dean of Faculty Economics and Business

(Dra. Gracia Shinta S. Ugut, MBA, Ph.D.)






UNIVERSITAS PELITA HARAPAN
FACULTY OF ECONOMICS AND BUSINESS

THESIS DEFENSE COMMITTEE

On Saturday, June 17, 2023 a comprehensive exam was held to fulfill one of the academic requirements to achieve Sarjana Manajemen, Faculty of Economics and Business, Management Study Program, Universitas Pelita Harapan, as follow:

Name : Lee Dong Kyu
ID Number : 01013190027
Study Program : Management

Included in the final examination of this thesis entitled **“THE IMPACT OF ENTREPRENEURIAL LEADERSHIP AND LEARNING ORIENTATION ON ORGANIZATIONAL PERFORMANCE, MEDIATED BY INNOVATION CAPACITY”** with the thesis defense committee as follows:

Name	Position	Signature
1. Dr. Innocentius Bernarto, S.T., M.Si., M.M., M.Si.	, as Head of the Committee	
2. Jacqueline Sandra Sembel, S.Pd., S.E., M.M.	, as Supervisor and Member of the Committee	
3. Dr. Zoel Hutabarat, S.IP., M.B.A.	, as Member of the Committee	

ABSTRACT

Lee Dong Kyu (01013190027)

THE IMPACT OF ENTREPRENEURIAL LEADERSHIP AND LEARNING ORIENTATION ON ORGANIZATIONAL PERFORMANCE, MEDIATED BY INNOVATION CAPACITY

(114 pages; 8 figures; 31 tables; 3 appendices)

Due to the corona, there was a past day when not only large companies but also small and medium-sized enterprises were suffering a lot of damage, but now you can see large and small businesses that are gradually developing. In this study, it is important to analyze and understand the factors that enable small and medium-sized enterprises (SMEs) to grow well in these bad circumstances and how entrepreneurial leadership, learning orientation, and innovation capacity affect corporate performance. This is the main purpose. This study is a quantitative study, and data was collected by distributing a survey through a Google survey form. Participants in this study are CEOs and general managers of various age groups, and they must have at least 5 years of experience. In this study, SmartPLS 4 was used for measurements, and the outer model consisted of validity and reliability measures, while the inner model consisted of multiple public confidence, R-squared, T-statistic, and P-value tests. In addition, structural equation modeling was performed for the constitutive relationship in the theoretical framework of this study. From the results of this study, it can be seen that 2 out of 5 hypotheses are not supported. Two of them are entrepreneurial leadership and learning orientation. However, the other three differentiated hypotheses responded positively, supporting the results of this study.

Keywords: Entrepreneurial Leadership, Learning Orientation, Brand, Innovation Capacity, Organizational Performance

References: 27 (2014 – 2020)

ACKNOWLEDGEMENT

This researcher would like to thank God for allowing me to successfully finish my thesis on time and for protecting me from many hardships while writing this thesis. By sharing his knowledge with researchers, he gave them new knowledge and the ability to think in various aspects through this research.

In order to meet the academic requirements of a bachelor's degree in economics, a thesis titled THE IMPACT OF ENTREPRENEURIAL LEADERSHIP AND LEARNING ORIENTATION ON ORGANIZATIONAL PERFORMANCE, MEDIATED BY INNOVATION CAPACITY was written. Nonetheless, I believe it will be of great help to other researchers in the future.

The researcher would like to express his gratitude to those who helped to complete this research report on schedule and would like to express his gratitude to the following.

1. Dra. Gracia Shinta S. Ugut, MBA., Ph.D. as the Dean of the Faculty of Economic and Business.
2. Jacqueline Sandra Sembel, S.Pd., S.E., M.M. as the main supervisor.
3. Liza Handoko, S.E., M.M., as the academic supervisor.
4. Dr. Vina C. Nugroho, S.E., M.M. as the Head of Management Study Program
5. People including my family and my friends who participated in this study or contributed their knowledge to this study.

Finally, this researcher faces the limitations of this study. Therefore, in order to improve the quality of this research paper, comments and critiques are important, so I hope that various opinions will be integrated and used in various fields in the future.



Tangerang, April 25, 2023

A handwritten signature in black ink, consisting of stylized, flowing letters that appear to be 'LDK'.

Lee Dong Kyu

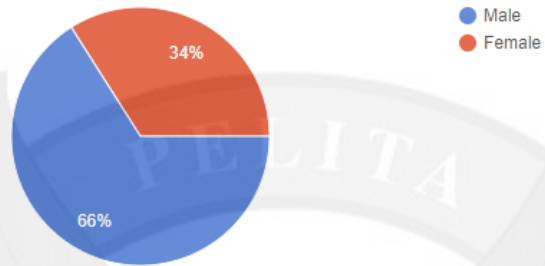
APPENDIX 1

SURVEY RESULT



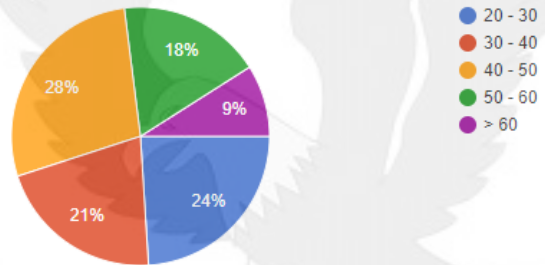
Gender
응답 100개

복사



Age
응답 100개

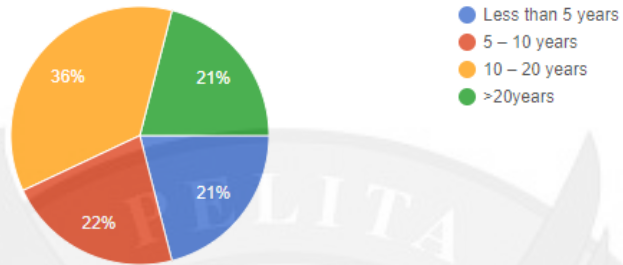
복사



length of time worked for the company

복사

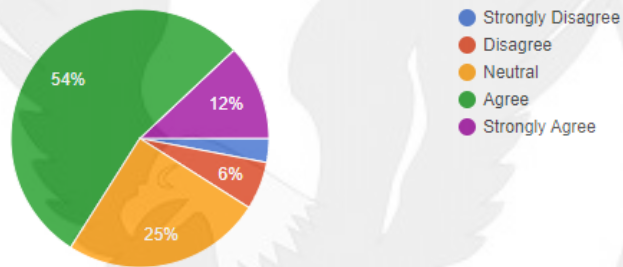
응답 100개



I am being competitors to enter new markets

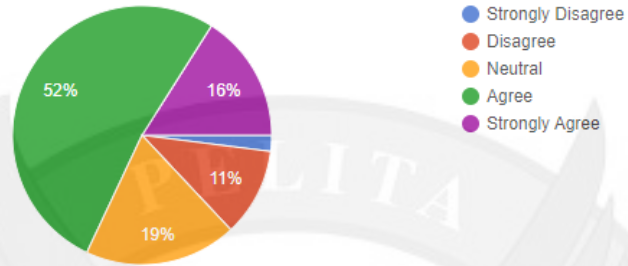
복사

응답 100개



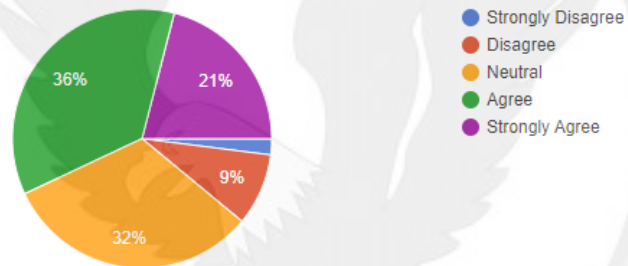
I am trying to create new products that will complement value to new or existing customers

응답 100개



If there is a courageous attempt to take a risk and fail, he should not be punished

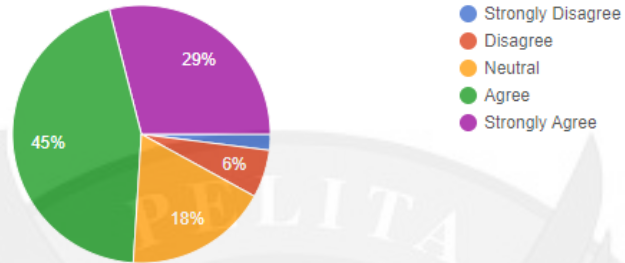
응답 100개



I am keep trying to find new business targets or markets

복사

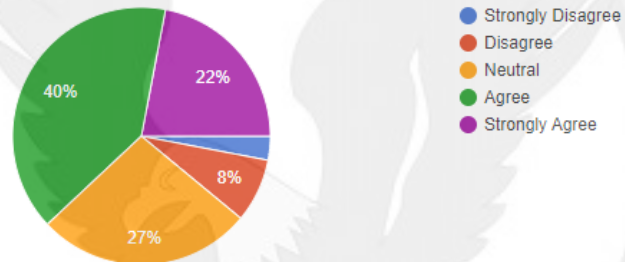
응답 100개



I have a continuous learning focus intention

복사

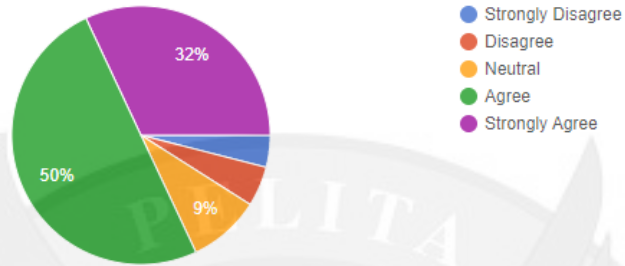
응답 100개



I keep trying to build a relationship with partners

 복사

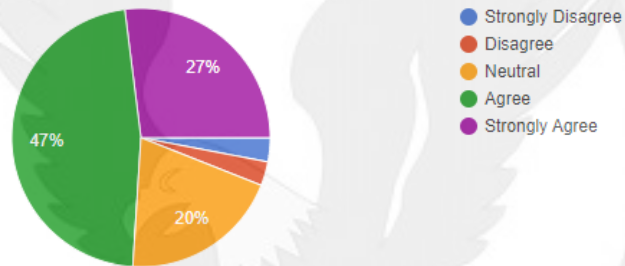
응답 100개



I Have a good motivation to learn

 복사

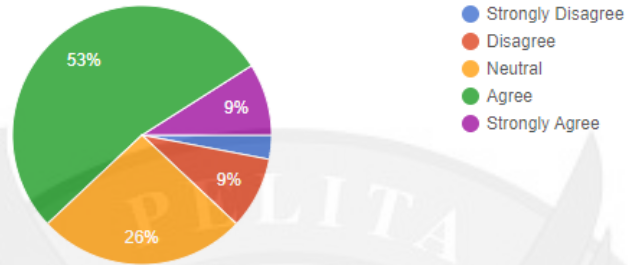
응답 100개



Employee engagement/commitment to goals

복사

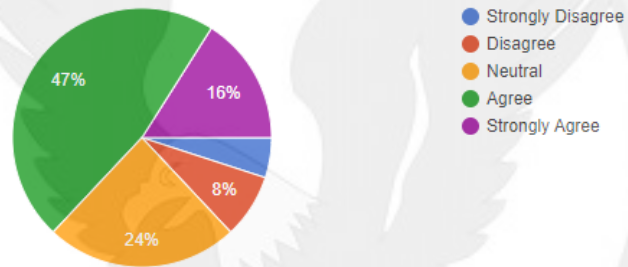
응답 100개



Management shares the vision with lower levels

복사

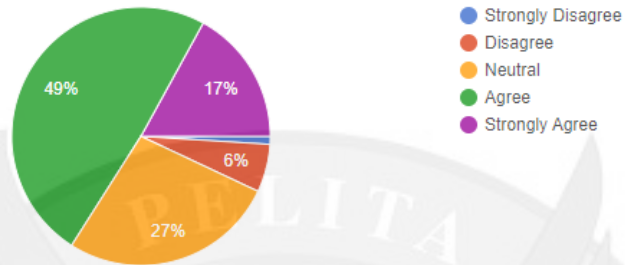
응답 100개



I have a shared understanding of the future direction

 복사

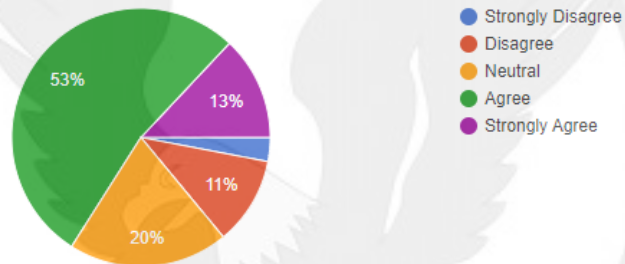
응답 100개



I am providing support for original ideas

 복사

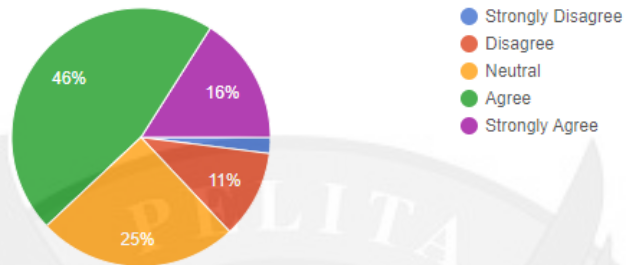
응답 100개



I am Placing a high value on the openness

 복사

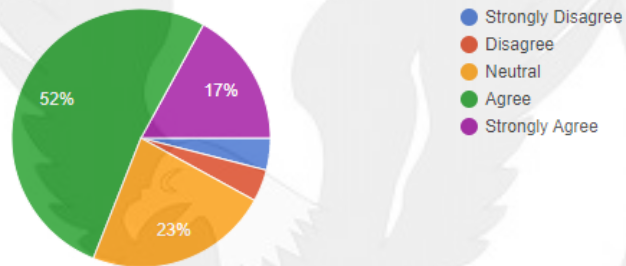
응답 100개



I have the courage to ask the common beliefs

 복사

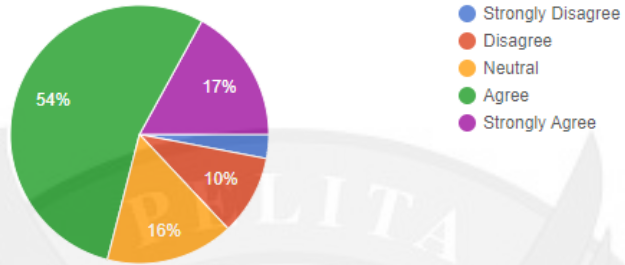
응답 100개



Introducing more innovative product

복사

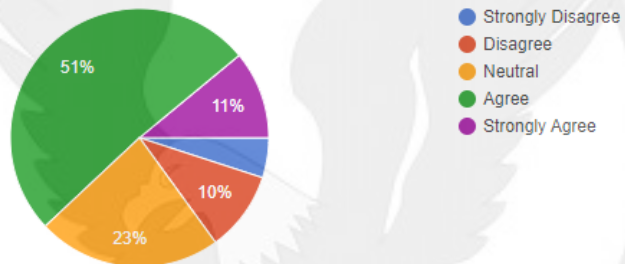
응답 100개



Modify the product

복사

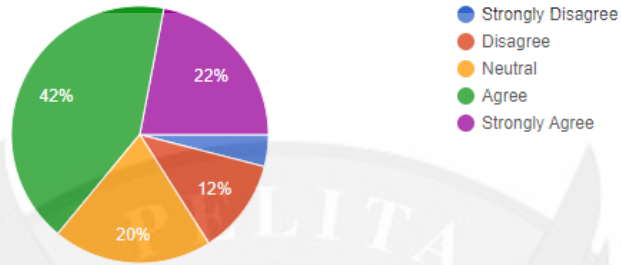
응답 100개



I Have the capacity to design unique and useful products for customers

복사

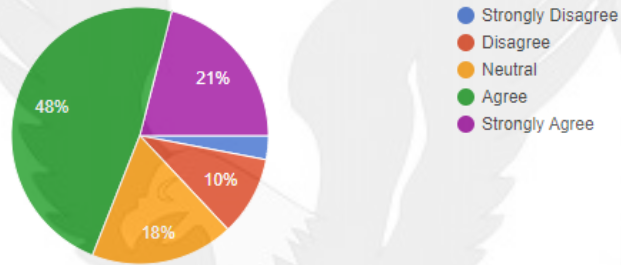
응답 100개



I am launching a product that is considered new by the customer

복사

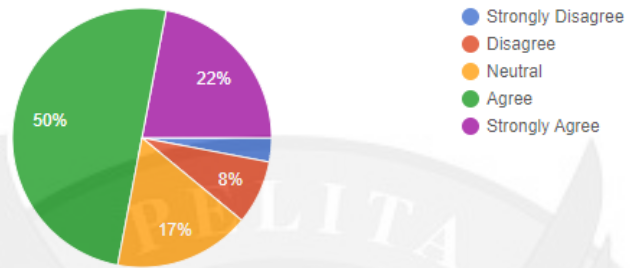
응답 100개



Improve work practices to improve productivity

복사

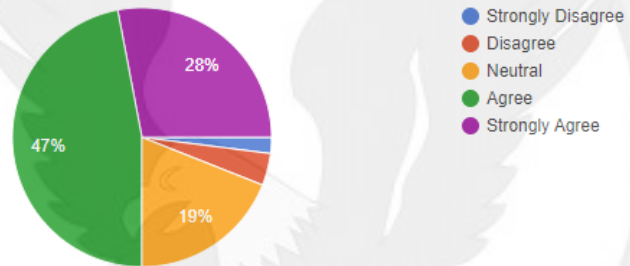
응답 100개



Creativity in the method of operation

복사

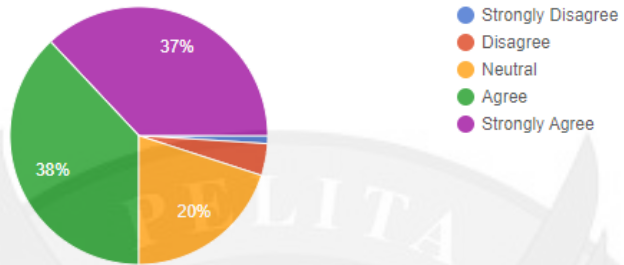
응답 100개



I am trying to improve the business process

 복사

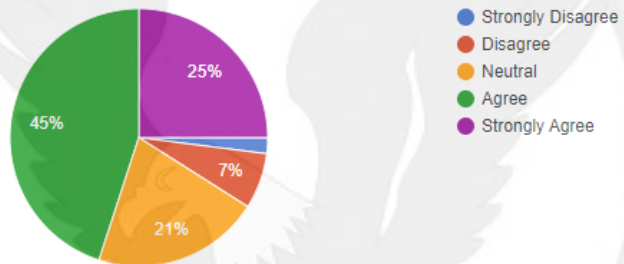
응답 100개



I am trying to develop management involvement

 복사

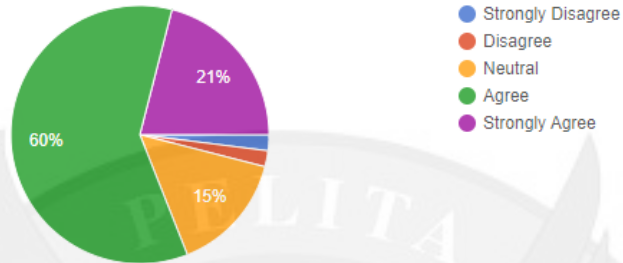
응답 100개



Improve work practices to improve productivity

복사

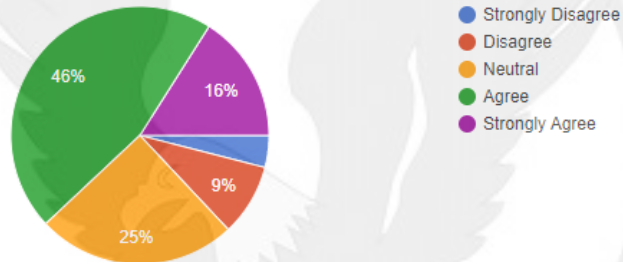
응답 100개



The market share has increased over the last three years

복사

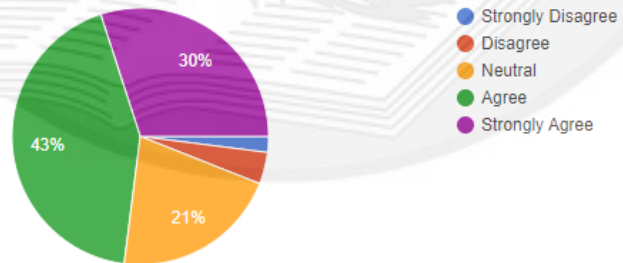
응답 100개



The company's profits have increased over the last three years

복사

응답 100개



APPENDICES 2
DISCRIMINANT VALIDITY



Discriminant validity - Cross loadings

Zoom (100%)

Copy to Excel

Copy to R

	Entrepreneurial Leadership	Innovation Capacity	Learning Orientation	Organizational Performance
EL1	0.752	0.579	0.520	0.356
EL2	0.829	0.495	0.519	0.345
EL3	0.724	0.477	0.566	0.328
EL4	0.675	0.435	0.502	0.324
IC1	0.450	0.404	0.531	0.226
IC2	0.539	0.492	0.630	0.336
IC3	0.498	0.521	0.643	0.334
IC4	0.521	0.554	0.696	0.225
IC5	0.409	0.511	0.728	0.603
IC6	0.475	0.603	0.729	0.577
IC7	0.524	0.516	0.676	0.365
IC8	0.362	0.430	0.584	0.302
IC9	0.460	0.618	0.702	0.420
LO1	0.436	0.559	0.527	0.252
LO2	0.464	0.706	0.561	0.605
LO3	0.430	0.737	0.490	0.407
LO4	0.578	0.731	0.531	0.419
LO5	0.461	0.751	0.582	0.314
LO6	0.489	0.732	0.619	0.396
LO7	0.445	0.696	0.528	0.259
LO8	0.461	0.716	0.552	0.395
LO9	0.487	0.716	0.607	0.438
OP1	0.410	0.511	0.598	0.874
OP2	0.437	0.526	0.521	0.907
OP3	0.327	0.413	0.407	0.826

APPENDICES 3
OUTER LOADING – ACTUAL TEST



Outer loadings - Matrix

Zoom (100%)

Copy to Excel

Copy to R

	Entrepreneurial Leadership	Innovation Capacity	Learning Orientation	Organizational Performance
EL1	0.752			
EL2	0.829			
EL3	0.724			
EL4	0.675			
IC1			0.531	
IC2			0.630	
IC3			0.643	
IC4			0.696	
IC5			0.728	
IC6			0.729	
IC7			0.676	
IC8			0.584	
IC9			0.702	
LO1		0.559		
LO2		0.706		
LO3		0.737		
LO4		0.731		
LO5		0.751		
LO6		0.732		
LO7		0.696		
LO8		0.716		
LO9		0.716		
OP1				0.874
OP2				0.907
OP3				0.826

APPENDICES 4
SURVEY QUESTIONNAIRE

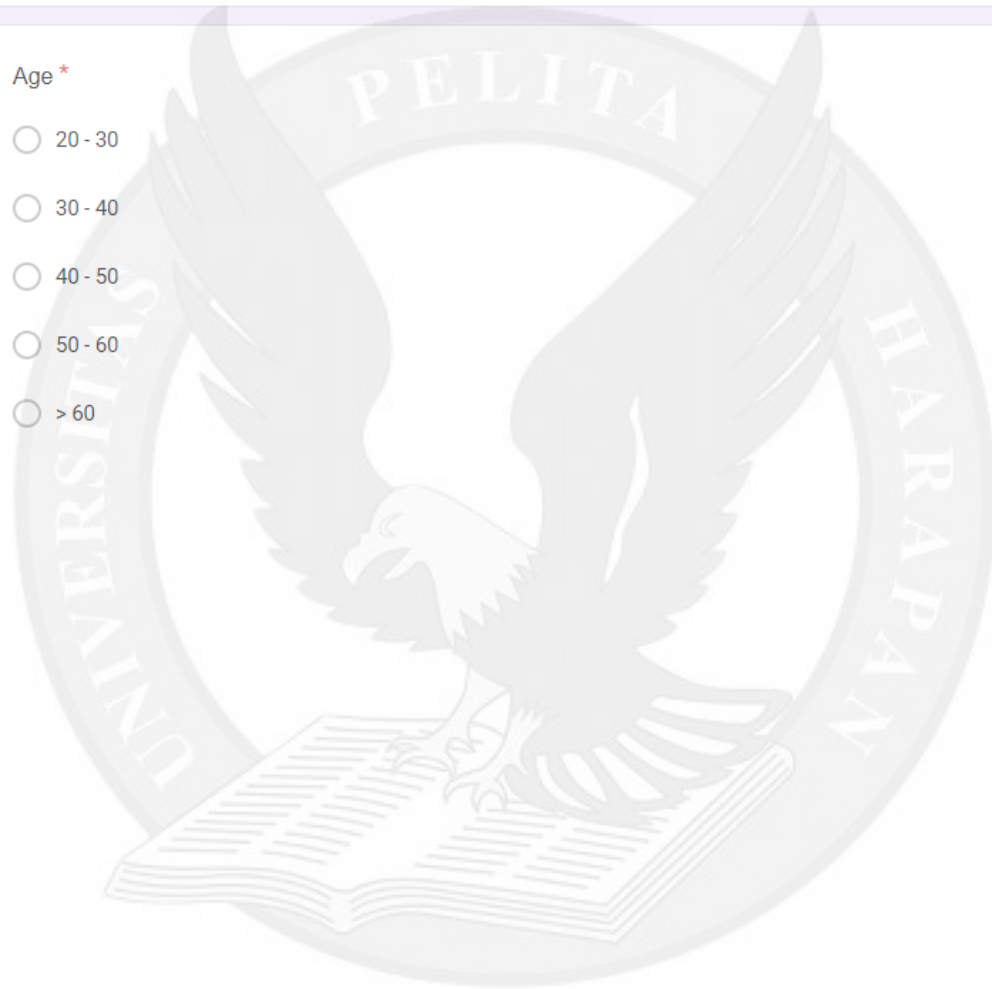


Gender *

- Male
- Female

Age *

- 20 - 30
- 30 - 40
- 40 - 50
- 50 - 60
- > 60



length of time worked for the company *

- Less than 5 years
- 5 – 10 years
- 10 – 20 years
- >20years

I am being competitors to enter new markets *

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

I am trying to create new products that will complement value to new or existing customers *

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

If there is a courageous attempt to take a risk and fail, he should not be punished *

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

I am keep trying to find new business targets or markets *

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree



I have a continuous learning focus intention *

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

I keep trying to build a relationship with partners *

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

I Have a good motivation to learn *

- Strongly Disagree
- Disagree
- Neutral
- Agree



Employee engagement/commitment to goals *

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

Management shares the vision with lower levels *

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

I have a shared understanding of the future direction *

- Strongly Disagree
- Disagree
- Neutral
- Agree



I am providing support for original ideas *

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

I am Placing a high value on the openness *

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

I have the courage to ask the common beliefs *

- Strongly Disagree
- Disagree
- Neutral
- Agree



Introducing more innovative product *

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

Modify the product *

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

I Have the capacity to design unique and useful products for customers *

- Strongly Disagree
- Disagree
- Neutral
- Agree

I am launching a product that is considered new by the customer *

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

Improve work practices to improve productivity *

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

Creativity in the method of operation *

- Strongly Disagree
- Disagree
- Neutral
- Agree



I am trying to improve the business process *

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

I am trying to develop management involvement *

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

Improve work practices to improve productivity *

- Strongly Disagree
- Disagree
- Neutral
- Agree



The market share has increased over the last three years *

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

The sales have increased over the last three years *

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

The company's profits have increased over the last three years *

- Strongly Disagree
- Disagree
- Neutral
- Agree

APPENDICES 5
MONITORING SHEET (SURVEY
RESULT)



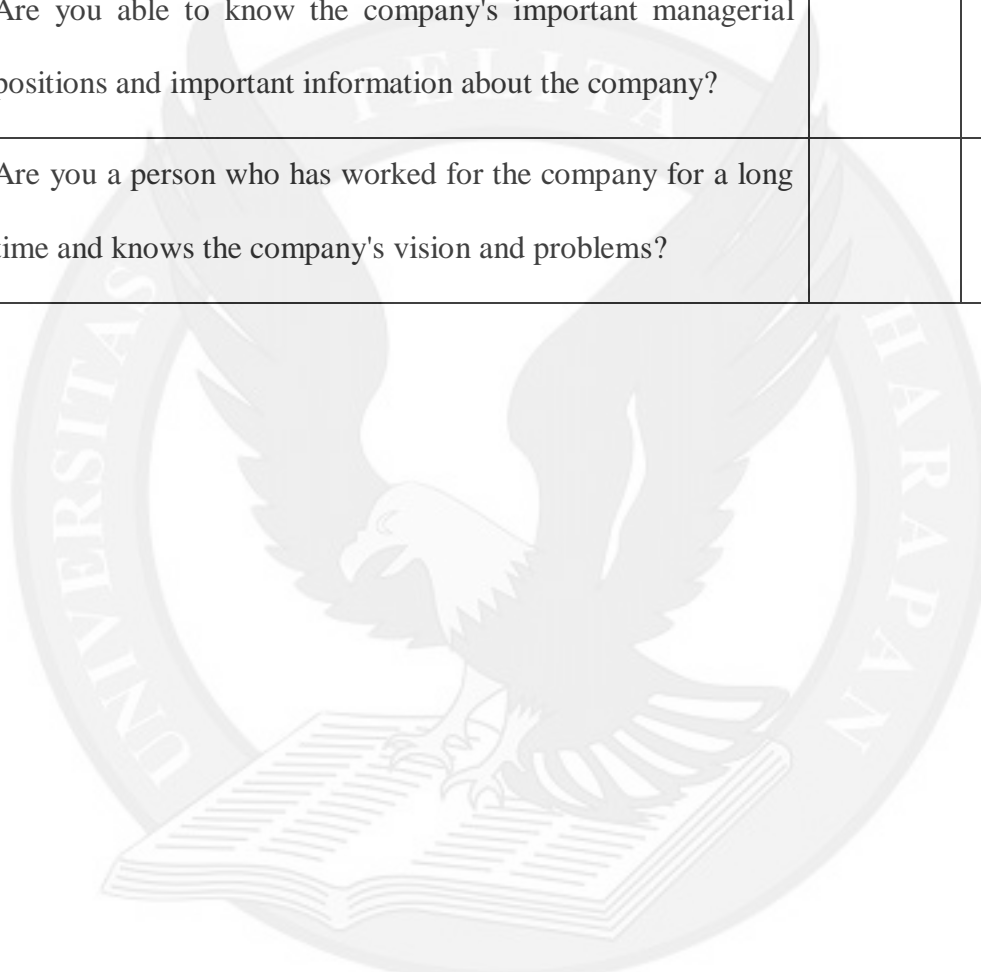
1	EL1	EL2	EL3	EL4	IC1	IC2	IC3	IC4	IC5	IC6	IC7	IC8	IC9	LO1	LO2	LO3	LO4	LO5	LO6	LO7	LO8	LO9	OP1	OP2	OP3
61	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
62	3	3	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
63	3	4	4	3	3	2	4	4	4	4	3	2	4	4	5	3	3	2	4	4	2	4	3	4	3
64	3	2	4	4	3	5	3	3	4	4	2	3	3	2	2	4	4	4	4	4	4	4	4	4	4
65	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
66	4	4	4	2	2	2	4	4	4	4	2	4	4	2	2	2	2	2	2	4	4	4	3	3	3
67	4	4	4	5	5	5	5	5	5	3	2	2	2	4	4	4	5	2	3	3	2	3	4	4	4
68	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	5	5	5	5	5	5	5
69	4	4	4	4	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
70	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	4
71	2	3	3	4	1	4	4	5	4	4	3	4	3	2	2	4	4	4	3	3	5	5	3	4	5
72	1	4	2	5	5	1	2	2	3	3	5	4	1	4	1	1	2	2	2	3	2	3	2	2	4
73	5	3	2	1	4	1	5	1	1	3	1	3	5	1	4	5	2	4	4	4	2	3	2	5	4
74	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
75	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
76	4	5	5	4	4	4	5	4	4	5	4	4	4	5	5	5	4	4	4	5	4	4	4	4	5
77	4	5	5	5	5	5	5	5	4	4	4	4	4	4	4	5	4	4	5	5	5	4	4	4	5
78	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	5	5	5	5	5	5	5	4	4	4
79	4	5	5	5	5	5	4	4	4	4	4	4	5	5	5	4	4	4	5	5	4	4	4	4	5
80	4	4	5	5	4	4	4	4	5	5	5	5	4	4	4	4	5	5	5	5	4	4	4	4	4
81	4	4	4	4	4	4	5	4	5	5	3	3	4	4	3	3	4	5	5	5	4	4	4	4	5
82	4	4	5	5	4	5	5	4	5	5	5	4	5	4	5	4	5	5	5	4	4	4	4	4	5
83	4	4	4	4	4	4	5	3	4	5	4	5	4	5	4	3	4	5	4	5	5	3	4	4	5
84	5	5	4	5	3	5	5	3	5	4	4	5	5	4	4	5	5	4	5	3	4	5	5	5	5
85	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
86	4	3	5	5	3	3	4	4	5	4	4	4	4	5	5	5	4	4	5	5	5	4	5	4	5
87	5	4	5	4	4	4	4	4	3	4	4	4	5	5	5	3	4	4	4	5	4	4	5	5	5
88	5	4	3	4	4	5	5	4	5	5	3	4	4	5	4	5	5	4	4	4	5	5	5	4	5
89	3	4	4	5	4	4	4	3	4	5	5	3	4	5	4	4	3	4	4	5	5	5	5	4	5
90	4	4	3	5	5	5	5	4	4	4	4	4	5	5	4	4	4	3	4	4	4	3	4	4	4

1	EL1	EL2	EL3	EL4	IC1	IC2	IC3	IC4	IC5	IC6	IC7	IC8	IC9	LO1	LO2	LO3	LO4	LO5	LO6	LO7	LO8	LO9	OP1	OP2	OP3
91	4	4	4	4	4	4	3	4	5	4	4	5	3	3	3	4	4	4	4	4	4	4	4	4	4
92	4	4	5	5	5	4	4	4	4	5	5	5	4	4	4	4	4	3	4	4	5	5	4	4	5
93	3	4	4	3	5	5	4	4	4	4	3	5	5	4	4	4	5	4	4	5	5	4	4	4	3
94	4	4	4	4	4	4	4	4	4	4	4	4	4	5	5	4	3	3	3	4	4	3	3	3	4
95	3	4	4	3	3	4	4	4	4	4	5	5	5	3	5	5	3	4	4	4	5	4	4	4	4
96	4	4	5	5	5	5	4	4	4	4	4	3	4	4	4	4	4	4	4	4	4	5	5	5	5
97	4	5	5	4	4	4	3	3	3	3	4	4	4	4	4	5	5	5	5	5	5	4	4	3	3
98	4	5	3	5	5	5	5	5	5	5	4	4	4	4	4	4	5	5	5	4	4	4	4	4	5
99	3	4	4	5	3	4	4	4	4	3	4	5	5	4	4	5	5	4	4	4	3	4	4	4	5
100	5	5	5	3	5	5	3	4	4	5	4	4	5	5	4	4	4	4	5	5	3	4	4	4	4
101	4	5	5	3	4	5	4	4	5	5	5	4	4	4	4	4	4	5	5	5	5	4	4	4	4

APPENDICES 6
SCREENING QUESTION



	Yes	No
Are you willing to be a respondent for this research?		
Are you able to know the company's important managerial positions and important information about the company?		
Are you a person who has worked for the company for a long time and knows the company's vision and problems?		



Appendices 7 Respondent profile

Gender	Male			Female	
Age [Umur]	20 – 30	30 – 40	40 – 50	50 – 60	>60
length of time worked for the company	Less than 5 years	5 – 10 years	10 – 20 years	>20years	

Give your honest opinion regarding the following statements,

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

