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DRIVING SOCIAL ENTREPRENEURSHIP PERFORMANCE THROUGH ENTREPRENEURIAL ORIENTATION IN AGRICULTURE AND FOOD SECTORS IN YOGYAKARTA

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ABSTRACT

Background: Social enterprises in developing countries often faced internal and external challenges in achieving sustainable impact, especially in agriculture and food sectors. Entrepreneurial Orientation (EO), consisting of innovativeness, proactiveness, risk-taking, autonomy, and competitive aggressiveness, has emerged as a potential driver of Social Entrepreneurship Performance (SEP). However, its nuanced effects in mission-driven contexts remain underexplored.
Purpose: This study aims to investigate the influence of Entrepreneurial Orientation (EO) on Social Entrepreneurship Performance (SEP) among small and medium enterprises (SMEs) in the agricultural and food sectors in Yogyakarta, Indonesia, by analyzing the distinct contributions of each EO dimension.
Design/Methodology/Approach: A quantitative method was employed using Partial Least Squares Structural Equation Modeling (PLS-SEM) on data collected from 32 purposively selected SMEs. EO was modeled as a higher-order construct composed of five lower-order dimensions, and SEP was measured based on social engagement and partnership benefits.
Conclusion: The findings confirm that EO significantly and positively influences SEP. Innovation and proactiveness were the strongest contributors to EO, while risk-taking negatively affected autonomy, and competitive aggressiveness showed moderate impacts. The study highlights the need for strategic emphasis on innovation and proactiveness, with cautious risk management and aligned autonomy to enhance social enterprise outcomes.
Originality/Value: This research contributes to the limited empirical evidence on EO's role in social enterprise performance within agriculture-based SMEs in developing countries. It offers nuanced insights into how EO dimensions function differently in resource-constrained, socially driven settings. It also provides actionable implications for social enterprise managers seeking to enhance organizational sustainability and social impact. These findings guide social enterprise managers to balance innovation and proactiveness while managing risk conservatively to enhance sustainable impact.

Keywords: entrepreneurial orientation, social entrepreneurship performance, agriculture and food industries

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INTRODUCTION

Recent research has explored entrepreneurial orientation (EO) in social enterprises, revealing its importance for organizational performance and growth (Abaho et al. 2017; Alarifi et al. 2019; Balta et al. 2012; Syrjä et al. 2019). Entrepreneurial orientation (EO) has been identified as a potential mechanism for overcoming these challenges, with innovativeness and proactiveness positively associated with firm performance in social enterprises (Alarifi et al. 2019; Miles et al. 2013). EO significantly contributed to social enterprise growth and competitiveness (Abaho et al. 2017; Susanto et al. 2021). Nevertheless, social enterprises tended to be more cautious and less risk-taking due to their focus on social goals and limited resources (Alarifi et al. 2019). Social entrepreneurs should balance social impact with financial sustainability, often competing with other service providers in a turbulent environment (Balta et al. 2012).

The relationship between EO and social value creation was complex, with some dimensions potentially hindering social impact (Gauthier et al. 2021). Autonomy and competitive aggressiveness might impact social value creation. High levels of autonomy emphasized individual decision-making and independence, which could undermine social enterprises' collective and community-oriented goals (Gauthier et al. 2021; G. T. Lumpkin & Dess, 2001). Furthermore, these studies reveal that competitive aggressiveness focuses on outperforming rivals, which can lead to allocating resources towards competitive strategies rather than social initiatives.

Social entrepreneurship in developing countries faced numerous challenges despite its potential for addressing societal issues. Developing countries like Egypt faced challenges related to policy-making, legal aspects, institutional support, and social awareness (Seda & Ismail, 2019). Poor infrastructure, limited access to funding, and a lack of regulatory frameworks were also considered to be challenges in developing countries (Dangol et al. 2022; Yahya & Mutarubukwa, 2017). South African social enterprises exhibited moderate levels of most EO dimensions, except for competitive aggressiveness (Teles & Schachtebeck, 2019). Indonesia was a relevant context to examine the role of entrepreneurial orientation in improving social entrepreneurship performance, as shown by the empirical study by Putri et al. (2025) on women-led agribusiness MSMEs in Bogor. The study proves that entrepreneurial orientation plays a crucial role as a key driver of performance, as it enables social enterprises to achieve two main goals simultaneously: economic sustainability and solving social problems, especially in the agriculture and food sectors.

In Agriculture, social entrepreneurship promoted sustainable livelihoods and economic development (Dai et al. 2010) and sustainable development (Mohapatra et al. 2018). Entrepreneurial orientation (EO) in agriculture and the food industry was characterized by innovation, risk-taking, and proactivity (Lakbir et al. 2022). EO enhanced innovation adoption and generation, improving product innovation and increasing arm revenues (Etriya et al. 2018). However, the importance of each dimension of EO might vary across industries and contexts (Rezaei & Ortt, 2018).

The agricultural industry frequently encountered volatile and unpredictable circumstances, including severe weather, pest infestations, shifts in consumer tastes, and evolving quality requirements; thus, proactive measures were essential to recognize and foresee these alterations (Grunert, 2005). Supply chains in the agricultural industry had complex characteristics that required mutually beneficial partnerships between farmers, providers, research institutions, and governments. By identifying collaboration opportunities early, companies could ensure a more efficient and transparent flow of information, technology, and raw materials (Trienekens, 2011).

Research on EO has expanded significantly, though biases and inconsistencies remain (Wales et al. 2013). The concept has been applied to various contexts, including global and cross-cultural (Wales et al. 2019), small businesses (Aloulou & Fayolle, 2005) and service firms (Achtenhagen, 2020).

Entrepreneurial orientation (EO) is a well-researched concept in management science that examines firms' strategic approach to entrepreneurship (Gupta & Gupta, 2015). It includes decision-making practices, management philosophies, and strategic behaviors (Anderson & Covin, 2012). The research by G. T. Lumpkin & Dess (1996) assessed entrepreneurial orientation through innovativeness, risk-taking, proactiveness, autonomy, and competitive aggressiveness.

Innovativeness refers to a firm's tendency to engage in and support new ideas, novelty, experimentation, and creative processes (Hughes & Morgan, 2007). It focuses on differentiation strategies that promote the creation of new products and services, potentially leading to competitive advantages and improved performance (Hughes & Morgan, 2007; Lechner & Gudmundsson, 2014). Proactiveness involves anticipating and responding to future needs and changes in dynamic environments or growth-stage industries where potential opportunities exist (Basco et al. 2020; Hughes & Morgan, 2007; G. Lumpkin et al. 2001). Risk-taking involves the willingness to commit significant resources to opportunities with a plausible likelihood of considerable failure. However, it has been found to negatively affect business performance in young high-technology firms (Hughes & Morgan, 2007). Competitive aggressiveness, a firm's tendency to directly challenge its competitors, has mixed effects on performance (G. Lumpkin et al. 2001). It can be beneficial in hostile environments or established industries, but it may not always lead to positive outcomes. Autonomy, or the degree to which individuals or teams within the firm can make decisions, shows a limited direct impact on performance (Hughes & Morgan, 2007). Its value may vary depending on the firm's stage of development and other contextual factors. In small enterprises, autonomy does not significantly affect performance, likely due to insufficient coordinated efforts and resource limitation (Irikefe & Bagobiri, 2022). In the early stage of firm growth, structured and guided decision-making is required rather than autonomous actions (Hughes & Morgan, 2007).

Social entrepreneurship is an emerging field that combines business techniques with social missions to address societal problems innovatively (Betts et al. 2018; Mohammadi et al. 2024). In addition, social entrepreneurship focuses on creating social value and solving social issues through entrepreneurial methods (Saebi et al. 2018; Shomoye-Olusi et al. 2022). In social entrepreneurship, value creation is generated from following the organization's mission as social entrepreneurs- individuals, groups, networks, organizations, or private-public partnerships for novel ways to solve societal issues through disruptive ideation (Light, 2011). Job creation, particularly for vulnerable populations, is a key impact dimension to assess social enterprise performance (OECD, 2021).

Social Entrepreneurship involves establishing and managing a social enterprise while recognizing its risks (Peredo & McLean, 2006). While definitions vary, key elements include a primary social mission, innovative resource use, and sustainable impact (Wu et al. 2020). Social entrepreneurship is a multifaceted concept encompassing financial and social outcomes (Lortie et al. 2021).

The involvement of society in social entrepreneurship activities ensures that the initiatives are relevant and impactful. Engaging the community helps in identifying pressing social issues and co-creating solutions, which enhances the performance and sustainability of social enterprises (Adro et al. 2021; Miles et al. 2013; Ormiston & Seymour, 2011; Sanzo et al. 2015).

One of the key advantages of social entrepreneurship compared to other types of entrepreneurship is its ability to create inclusive employment opportunities, particularly in marginalized or rural communities. In the context of agriculture and food-based SMEs in developing countries, social enterprises often involve local stakeholders, thereby contributing directly to job creation and community empowerment (Dasgupta, 2025; Doyon et al. 2020; Weng et al. 2023).

Partnerships between social entrepreneurs and large companies create mutual benefits. It facilitates the exchange of knowledge and resources, leading to improved business practices and innovation (Susanto et al. 2021).

Existing literature often emphasizes the positive roles of innovation and proactiveness in enhancing firm performance, yet tends to overlook the nuanced and sometimes conflicting effects of other EO dimensions such as risk-taking, autonomy, and competitive aggressiveness—especially in mission-driven organizations. For instance, risk-taking has shown inconsistent or negative associations with social value creation due to the conservative nature of social enterprises that prioritize stability and stakeholder trust. Similarly, autonomy, though critical for flexible decision-making, may conflict with the collective values upheld by social ventures. At the same time, competitive aggressiveness can divert focus from collaboration and community-based impact toward rivalrous behavior.

Findings from the results of preliminary interviews and questionnaires in this study with ten micro and small enterprises (MSEs) in Yogyakarta's agriculture and food sector show that there are serious challenges, both externally and internally. The main external threats mentioned by respondents include competitors, unstable weather changes, difficulty keeping up with market trends, and the threat of product imitation. It indicates that MSEs are under tremendous pressure due to market and environmental dynamics.

Internally, although most respondents did not explain the details of their weaknesses, other data showed that none explicitly stated that they conducted financial evaluations regularly, indicating weak managerial business management. In fact, they recorded an average of 3 new products launched in 3 years, which reflected the innovation potential that had not been strategically managed. Furthermore, most business actors already had a wide market coverage but had not been supported by a mature management system and strategy.

This problem shows an imbalance between entrepreneurial potential (such as innovation and market expansion) and weaknesses in internal management and the inability to respond to external dynamics systematically. In this context, entrepreneurial orientation is a relevant strategic solution to be researched.

Despite the growing recognition of Entrepreneurial Orientation (EO) as a critical factor in enhancing social enterprise outcomes, research focusing on its impact within agriculture and food-based SMEs in developing countries remains scarce. In particular, the nuanced roles of each EO dimension especially in resource-constrained, socially driven business environments have not been comprehensively explored. This study addresses the gap by examining how much EO influences Social Entrepreneurship Performance (SEP) through a quantitative approach.

This study aims to investigate the influence of Entrepreneurial Orientation (EO) on Social Entrepreneurship Performance (SEP) within the context of small and medium enterprises (SMEs) in Indonesia's agricultural and food sectors. It seeks to examine the contribution of each EO dimension in shaping SEP and to provide evidence-based insights for strengthening social enterprise strategies in developing country settings. This study is expected to highlight the importance of EO in driving performance and social value creation in social enterprises and the agriculture and food industry contexts, while also recognizing the need for tailored measurement approaches.

METHODS

This study employed quantitative primary data collected from small and medium enterprises (SMEs) in Yogyakarta, Indonesia's agriculture and food processing sectors. The data source comprised structured questionnaire responses from 32 purposively selected SME respondents. The selection of this specific context aimed to maintain homogeneity, allowing a focused analysis of entrepreneurial orientation in social enterprises within similar industry and regional conditions.

Data were gathered using a purposive sampling technique, targeting SMEs directly involved in agriculture and food processing. A structured questionnaire was distributed, measuring Entrepreneurial Orientation (EO) and Social Entrepreneurship Performance (SEP) constructs. The survey items for EO were adapted from the works of G. T. Lumpkin & Dess (2001) and G. T. Lumpkin et al. (2009). At the same time, SEP indicators referred to (OECD, 2021). Before data collection, all respondents gave informed consent in compliance with ethical research standards.

The study utilized Partial Least Squares Structural Equation Modeling (PLS-SEM) for data analysis, employing SmartPLS version 4.1.0.9. This method was chosen due to its robustness with small to medium sample sizes and ability to analyze complex models involving reflective and formative constructs. The measurement model was assessed using criteria such as outer loading, composite reliability, average variance extracted (AVE), and Fornell-Larcker criterion for reflective constructs, outer weights, significance tests (p-value < 0.05), and variance inflation factor (VIF < 5) for formative constructs. Using bootstrapping, structural model testing was conducted to examine path coefficients, R-square values, and significance levels (t-statistics > 1.96 or p-value < 0.05). The variables and indicators of Entrepreneurial Orientation and Social Entrepreneurship Performance used in this study are summarized in Table 1, based on established frameworks by G. T. Lumpkin & Dess (2001), G. T.

Lumpkin et al. (2009), Ormiston & Seymour (2011), Miles et al. (2013), Sanzo et al. (2015) and Adro et al. (2021).

Entrepreneurial Orientation and Social Entrepreneurship Performance

Social enterprises often experience tensions between their social missions and business objectives, resulting in conflicts and potential mission drift (Costanzo et al. 2014; Eiselein & Dentchev, 2020a). Entrepreneurial orientation (EO) positively influences the performance of social entrepreneurship firms by enhancing their innovativeness, proactiveness, and ability to leverage social capital (Corrêa et al. 2021; Nguyen et al. 2020), although the impact of risk-taking is less clear, with some studies finding positive effects (Oduro, 2022; Putniņš & Sauka, 2019) and others showing negative or insignificant relationships (Alarifi et al. 2019; Nguyen et al. 2020; Rezaei & Ortt, 2018).

Innovativeness is strongly linked to differentiation strategies, enhancing a firm's reputation, customer satisfaction, and market position (Lechner & Gudmundsson, 2014; Putniņš & Sauka, 2019). It promotes a culture of ongoing improvement and creativity, resulting in enhanced problem-solving and adaptability (Putniņš & Sauka, 2019). Thus, it allows social enterprises to develop new solutions to social problems.

Table 1. Variables and indicators

Variables (Higher Order)	Variables (Lower Order)	Indicators
Entrepreneurship Orientation (G. T. Lumpkin & Dess, 2001; G. T. Lumpkin et al. 2009)	EO1 Innovativeness	Management supports research and development
		Management support to produce new products
		There is a noticeable change in the variety of product lines marketed
	EO2 Proactiveness	In facing competitors, the firm acts first rather than waits to respond
		The firm introduces new products or services before competitors do
		The firm consistently adopts a highly competitive stance toward competitors
	EO3 Risk Taking	The firm tends to undertake projects with high levels of risk
		The firm is willing to face environmental uncertainties
		The firm makes decisions despite uncertain outcomes
	EO4 Competitiveness Aggressiveness	The firm takes the lead over competitors in introducing new ideas or products
		The firm operates in a highly aggressive and competitive manner to win ventures
	EO5 Autonomy	The firm requires individuals and teams to rely on managerial guidance in their work
		The best results occur when managers actively encourage the pursuit of business opportunities
		Employees or teams make decisions independently without continually referring to superiors
		Managers play a key role in identifying and selecting business opportunities
Social Entrepreneurship Performance (Ormiston & Seymour (2011), Miles et al. (2013), Sanzo et al. (2015) and Adro et al. (2021))	SP1 Society Engagement	The firm is actively engaged with the community
		The firm strengthens social ties and fosters mutual support among community members
	SP2 Partnership benefits	The enterprise has developed partnerships with multiple stakeholders to improve long-term sustainability
		The partnership has enhanced the enterprise's capacity to address complex social problems

Proactiveness involves anticipating and acting on future market opportunities, which is crucial for firms in dynamic environments or growth-stage industries (Adro et al. 2021; Basco et al. 2020). It allows companies to maintain a competitive edge and adapt effectively to market changes, enhancing their strategic positioning and long-term sustainability. Furthermore, EO helps social enterprises overcome resource limitations by fostering a proactive and innovative approach, which is crucial in environments with limited opportunities (Alarifi et al. 2019).

Competitive aggressiveness is a valuable strategy for improving social entrepreneurship performance and innovation (Huda et al. 2019). It encourages organizations to cooperate and form partnerships to get feedback and insights to improve social performance.

Risk-taking is associated with the willingness to invest in uncertain ventures, which can lead to significant innovations and breakthroughs (Putniņš & Sauka, 2019). Furthermore, it is positively related to performance when is coupled with high innovativeness, allowing firms to take advantage of new opportunities.

A high level of individual autonomy can undermine collective goals, leading to misalignment between individual or team goals and the broader organizational objectives (Covin et al. 2020). In addition, it can lead to overconfidence and complacency, which can hinder the individuals' ability to fully exploit the potential of their chosen ideas (Boss et al. 2023).

Previous research highlights the EO dimensions' potential and challenges, such as innovativeness, proactiveness, and risk-taking in fostering social value creation. Despite existing knowledge, the subtle effects of autonomy and competitive aggressiveness, is combined with contextual challenges in developing countries and sector-specific factors such as agriculture, remain inadequately explored. Given the critical role of entrepreneurial orientation in driving innovation, proactiveness, and risk-taking within organizations, it is essential to examine the impact of entrepreneurial orientation on social entrepreneurship.

Hypothesis 1: There is a positive effect of Entrepreneurship Orientation on Social Entrepreneurship Performance

Model Development and Measurement

This study utilized Partial Least Squares Structural Equation Modeling (PLS-SEM) to evaluate the relationships among constructs. The PLS-SEM approach was selected because it handled complex models incorporating reflective and formative measurement structures. The analysis was performed using SmartPLS version 4.1.0.9, a robust software for examining latent variable models.

The conceptual relationship between Entrepreneurial Orientation and Social Entrepreneurship Performance is illustrated in Figure 1. This framework positions Entrepreneurial Orientation as a higher-order construct comprising five dimensions innovativeness, proactiveness, risk-taking, competitive aggressiveness, and autonomy which are hypothesized to influence Social Entrepreneurship Performance positively. Figure 1 also reflects the structural model evaluated in this study using the PLS-SEM approach, aligning with the theoretical foundation and measurement model described above.

Both constructs were examined at a higher-order level. The EO construct was adapted from prior studies by G. Lumpkin et al. (2001) and subsequent extensions by G. T. Lumpkin et al. (2009). It encompassed innovativeness, proactiveness, risk-taking, competitive aggressiveness, and autonomy. Social entrepreneurship performance was measured using lower-order variables such as societal engagement and partnership benefits adapted from studies conducted by Ormiston & Seymour (2011), Miles et al. (2013), Sanzo et al. (2015) and Adro et al. (2021).

The measurement model was evaluated separately for the lower-order and higher-order variables. The lower-order variable was tested using a reflective model with criteria such as outer loading (> 0.7), composite reliability (> 0.7), and average variance extracted (> 0.5). The validity of the discrimination was tested using the Fornell-Larcker criterion to ensure each construct had conceptual differences. The higher-order variable was tested using a formative model with significant outer weight analysis ($p\text{-value} < 0.05$) and variance inflation factor ($VIF < 5$ to ensure there was no multicollinearity.

The structural model was tested to evaluate the relationship between higher-order variables. The analysis was done by looking at the significance of path coefficients through a bootstrapping procedure with a t-statistic criterion of > 1.96 or $p\text{-value} < 0.05$.

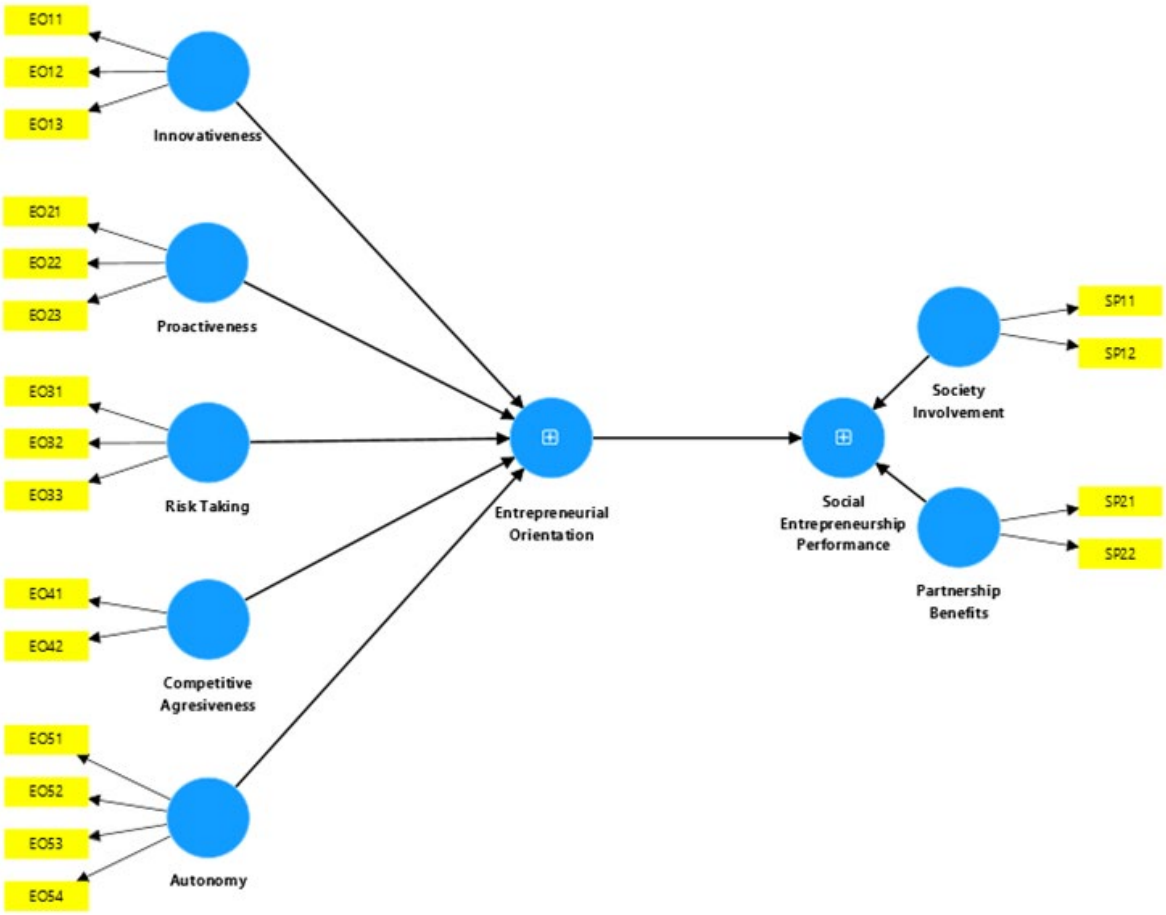

Figure 1. Conceptual framework of entrepreneurial orientation and social entrepreneurship performance

RESULTS

Reflective Model Measurement

In the evaluation stage of the reflective measurement model, the outer loading value is analyzed to ensure the validity and reliability of the indicators in measuring latent variables. As shown in Figure 2, analysis results indicate that several indicators failed to meet the criterion of an outer loading value greater than 0.7, reflecting a low contribution to the measured latent variables. The EO51, EO52, and EO54 indicators in the Autonomy variable have values that do not meet the outer loading criteria of more than 0.7. Thus, they are potentially removed to improve the reliability of the model. However, when removed one after another, starting from the lowest outer loading, it turns out that only the EO 51 and EO 54 are removed from the model.

Based on the results of analysis as shown in Table 2, the EO4 and EO5 indicators show low Cronbach's Alpha and Composite Reliability (rho_a) values (EO4: 0.647, 0.648; EO5: 0.641, 0.646), indicating that the internal consistency between items is not optimal. However, the indicator still has a Composite Reliability (rho_c) above 0.7 (EO4: 0.85; EO5: 0.847) and Average Variance Extracted (AVE) above 0.5 (EO4: 0.739; EO5: 0.735), which means the convergence validity is still good and the indicator can explain the latent construct variance significantly. Therefore, EO4 and EO5 can still be used in models, especially if composite reliability and convergent validity are prioritized.

Formative Model Measurement

The objective of formative model measurement is to comprehend how each indicator influences latent notions instead of merely reflecting them (as in reflective models). The Variance Inflation Factor (VIF), Outer Weight, and Outer Loading are utilized to ascertain the inclusion of the lower-order variable in the model. All lower-order variables satisfy the conditions of a VIF below five and an outer loading beyond five, although exhibiting an insignificant outer weight (p-value > 0.05).

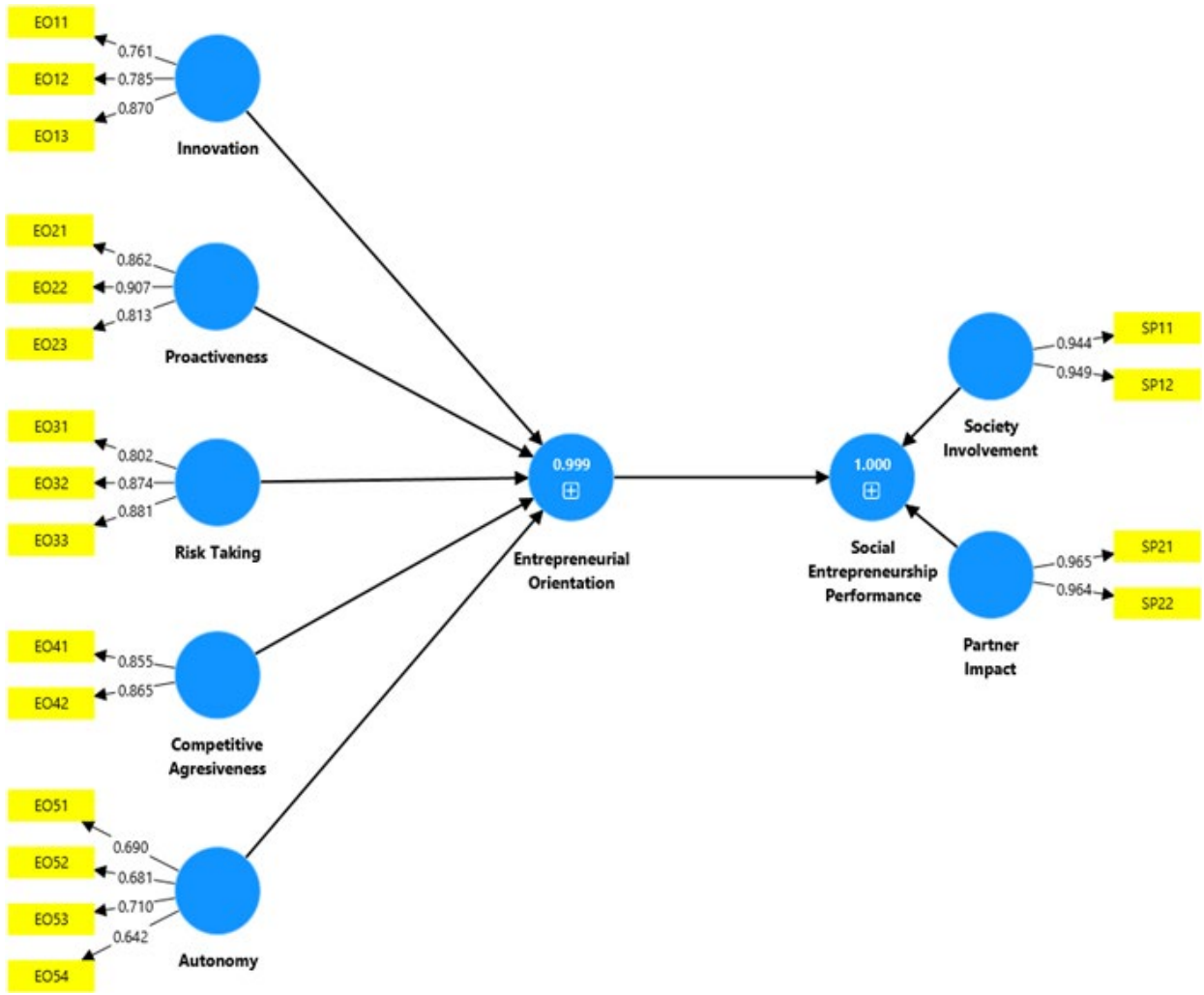

Figure 2. Outer loading analysis of entrepreneurial orientation and social entrepreneurship performance constructs

Table 2. Evaluation of the reliability and validity of latent variable indicators

Variables (Higher Order)	Variables (Lower Order)	Cronbach's Alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Entrepreneurship Orientation	EO1 Innovativeness	0.733	0.734	0.848	0.651
	EO2 Proactiveness	0.828	0.827	0.898	0.746
	EO3 Risk Taking	0.812	0.813	0.889	0.729
	EO4 Competitiveness Aggressiveness	0.647	0.648	0.85	0.739
	EO5 Autonomy	0.641	0.646	0.847	0.735
Social Entrepreneurship Performance	SP1 Society Engagement	0.884	0.886	0.945	0.896
	SP2 Partnership benefits	0.925	0.925	0.964	0.93

The results of the structural model analysis, as presented in Figure 3, showed that the Entrepreneurial Orientation (EO) variable had a determination coefficient value (R-square) of 0.319 against the Social Entrepreneurship Performance (SEP) variable. It indicates that about 31.9% of the variation in social entrepreneurship performance can be explained by entrepreneurial orientation, while the remaining 68.1% is influenced by other factors outside of this study model. This value is adequate in the social and management research, primarily since only one central construct (EO) is used to explain SEP. Therefore, the approach to social performance improvement needs to consider aspects of EO strategically while expanding the focus on other contextual factors.

The relationship between Entrepreneurial Orientation (EO) and Social Entrepreneurship Performance (SEP), as presented in Figure 3, showed a path coefficient of 0.564 with a p-value = 0.000, which means this relationship was positive and significant. It shows that the higher the entrepreneurial orientation possessed by business actors, the better the social performance of entrepreneurship will be achieved, especially in terms of impact on partnership benefits. The significant value also shows that EO has an important role in improving the performance of social entrepreneurship, especially in creating practical solutions to social challenges.

These findings align with previous studies (G. T. Lumpkin & Dess, 1996), who emphasized that Entrepreneurial Orientation is a complex multi-dimensional construct, and that its influence on performance does not always depend on one dimension individually, but instead on the synergy of the whole dimension.

The significance of the relationship between EO and SEP reinforces the argument that the application of entrepreneurial principles such as innovation, proactiveness, and autonomy can strengthen the social impact generated by entrepreneurial actors (G. T. Lumpkin & Dess, 1996; Paeleman et al. 2023), particularly in the context of small and medium-sized enterprises in the local agribusiness and food sectors.

The dimensions of innovation, Proactivity, risk-taking, Competitive aggressiveness, and Autonomy contribute significantly to the formation of Entrepreneurial Orientation (EO), which then positively and significantly affects Social Entrepreneurship Performance (SEP) (EO path coefficient → SEP: 0.564, T-statistic: 5.464, p-value: 0.000).

Innovation results in a substantial enhancement in EO (outer weight 0.379). Within the framework of SEP, innovation facilitates the development of social programs that are more efficient and pertinent to the community's requirements. Innovation is fundamental to social entrepreneurship, generating solutions that yield extensive and sustainable effects (Morris et al. 2011).

Proactiveness exhibits a considerable outer weight of 0.634 in relation to the Entrepreneurial Orientation (EO) construct, signifying a substantial contribution compared to other indicators in the development of EO. By being proactive, social organizations can implement new initiatives before emerging issues intensify (Adro et al. 2021; Alarifi et al. 2019). This forward-thinking approach helps them avoid merely responding to problems as they arise, allowing for the steady development of new social innovations.

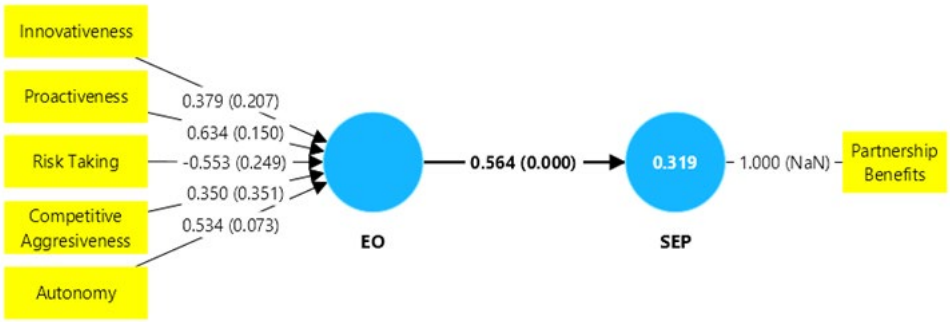

Figure 3. Structural model analysis: path coefficients and outer weights of entrepreneurial orientation and social entrepreneurship performance

Data analysis indicates that the Risk-Taking dimension exhibits a negative outer weight, although maintaining a high outer load. It suggests that risk-taking is multifaceted in influencing Entrepreneurial Orientation (EO) in social entrepreneurship. As aspects like creativity, proactivity, or autonomy intensify, the impact of Risk-Taking on Entrepreneurial Orientation may diminish. The primary emphasis of social entrepreneurship is to generate social impact. Consequently, businesses often adopt a more conservative approach to risk-taking to ensure the project's survival (Paeleman et al. 2023). The willingness to embrace risks often does not align with the organization's social objective (Eiselein & Dentchev, 2020b). Furthermore, excessive risk-taking can undermine shareholder trust. To address these challenges, organizations must align risk management models with their structure and decision-making processes (Høyland et al. 2004).

The competitive aggressiveness dimension has a negligible influence on EO, with an outer weight of 0.35. It shows that although competitive aggressiveness contributes positively, its impact on the formation of EO is relatively lower than that of other dimensions. Social entrepreneurship emphasizes collaboration to create social value rather than aggressively competing (De Bruin et al. 2017; Kovanen, 2021). Thus, the contribution of this dimension to EO and SEP is not too significant. This finding implies that, within the examined context, organizations may gain greater strategic advantage and more effectively enhance their social entrepreneurial performance by emphasizing dimensions such as proactiveness, innovativeness, and autonomy, which align better with their mission of creating social value through cooperative efforts rather than engaging in direct, aggressive competition.

Autonomy has a relatively moderate outer weight (0.534). It shows that autonomy has a relatively good and consistent contribution in reflecting EO compared to several other dimensions. In the context of EO, autonomy means that employees or business units can take initiative and make decisions independently. It is beneficial when making decisions quickly and appropriately, especially in the face of changing social and environmental needs. Social entrepreneurs often operate in an environment of uncertainty, where the needs of beneficiaries, funding resources (Townsend & Hart, 2008), and government policy (Aisyah et al. 2025) are in question. In these situations, autonomy allows for rapid and contextual decision-making (Andersen, 2000; Moe et al. 2021), facilitates the development of flexible and adaptive strategies (Bedi, 2020; Beugelsdijk & Jindra, 2018), and supports the learning process of the organization (Heldal & Dehlin, 2021). Thus, autonomy is not only an instrument of efficiency, but also a catalyst for social innovation that encourages sustainable social entrepreneurship performance.

In the context of social-based small and medium enterprises in the agribusiness and food sectors, partnership benefits with an outer weight of 1 are the most tangible and measurable aspect in evaluating social entrepreneurship performance. Most likely, social enterprises are more likely to feel the impact of collaboration and support of strategic partners (e.g., market access, logistical assistance, promotional support) than more abstract aspects of community participation or social impact (Austin et al. 2006; Sakarya et al. 2012). These studies also state collaboration is crucial because social enterprises often face limited resource access.

Managerial Implications

The results of this study provide practical insights for social enterprise managers, particularly those operating in the agricultural and food sectors, by understanding how different dimensions of Entrepreneurial Orientation (EO) influence Social Entrepreneurship Performance (SEP). Managers of social enterprises should prioritize innovation and proactiveness as core elements of their strategic orientation. These two dimensions have shown the most decisive influence on Social Entrepreneurship Performance (SEP), enabling organizations to develop adaptive, community-responsive solutions that address evolving social needs.

Given the negative impact of excessive risk-taking identified in the study, social enterprises should adopt a cautious and well-calibrated risk strategy. It involves aligning risk appetite with social mission, sustainability goals, and the expectations of stakeholders and beneficiaries. Autonomy can contribute positively to entrepreneurial efforts, especially in dynamic and uncertain environments. However, managers must ensure that decision-making independence remains aligned with the organization's collective goals to avoid fragmentation and inefficiencies. Competitive aggressiveness contributes less significantly to SEP in this context. Instead of aggressive competition, managers are encouraged to build cooperative

networks, foster partnerships, and engage in value co-creation with stakeholders to enhance social impact.

Organizations and social enterprises are advised to strengthen the quality of strategic partnerships as the primary source of social performance. Business partners, NGOs, and government institutions acting as external partners are central in achieving social goals.

Entrepreneurial Orientation can serve as a critical internal capability to enhance resilience and responsiveness in developing country contexts with limited institutional and financial support. To drive sustainable performance, managers should integrate EO into capacity-building, training, and organizational learning initiatives.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

This research highlighted the importance of Entrepreneurial Orientation (EO) in improving Social Entrepreneurship Performance (SEP) in the agricultural and food industries. Entrepreneurial Orientation (EO) positively and significantly influenced Social Entrepreneurship Performance (SEP). Innovation and proactivity had the most significant contribution in shaping EO and encouraging the improvement of social entrepreneurship performance.

On the other hand, the risk-taking dimension made a negative contribution, demonstrating the need for a careful approach in social entrepreneurship, where stability and sustainability were priorities. Meanwhile, autonomy and competitive aggressiveness had a moderate role in shaping the EO, focusing more on collaboration than direct competition.

Overall, this study confirmed that implementing balanced and strategic EO improves social entrepreneurship performance. By maximizing innovation and proactivity and carefully managing risks, social organizations can create sustainable value and strengthen partnerships in the context of the agriculture and food industries.

Recommendations

This study has several limitations that offer directions for future research. The cross-sectional design restricts the analysis of the long-term effects of Entrepreneurial Orientation (EO) on Social Entrepreneurship Performance (SEP). The study also employs a purely quantitative method, leaving out potential contextual richness from qualitative insights.

Future research is encouraged to expand to other regions and sectors, adopt longitudinal or mixed-methods approaches, and explore the role of mediating and moderating variables. It is also recommended that practitioners and policymakers develop training programs to strengthen innovation and proactiveness in social enterprises, foster collaboration over competition, and integrate EO-based performance indicators in strategic planning.

Further research is needed to explore potential mediating variables such as organizational learning and knowledge management. In addition, it may incorporate moderating variables such as institutional support or community engagement. These could clarify how EO influences SEP and enrich theoretical contributions.

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