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KNOWLEDGE MANAGEMENT ENABLER AS AN ANTECEDENT TO EMPLOYEE ENTREPRENEURIAL ORIENTATION IN INDONESIA: DOES LEARNING ORIENTATION MATTERS?

Jamaluddin AHMAD[1], Ahmad MUSTANIR[1] and Prapakorn MANKHONG[2*]

1 Universitas Muhammadiyah Sidenreng Rappang, Indonesia;
jahmadlado@yahoo.co.id (J. A.); ahmadmustanir74@gmail.com (A. M.)

2 White Tiger Global Company Limited, Thailand;
p.mankhong@whitetigerglobal.com (Corresponding Author)

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Associate Professor Dr.Pannee SUANPANG Suan Dusit University, Thailand
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Abstract

The prime objective of the study is to investigate the impact of the knowledge management enablers on the employee entrepreneurial orientation. In addition to that the study has examined the moderating role of learning orientation in the relationship between the knowledge management enablers and employee entrepreneurial orientation. In accordance with the preceding studies and researchers, conferring to , knowledge management enabler specified influence factors, these factors could enable knowledge management events and activities that included systematization and information sharing among personnel. The study has used the SEM-PLS to analyses the data collected form Indonesian SMEs. The finds of the study revealed that this research has had extensive repercussions related to theory and empirical work. Previous research and data show that learning orientation and entrepreneurial orientation may not be directly impacting an employee but in different behaviors and manners it impacts positively on an employee performance. The study will be helpful for the policy makers and researchers in understanding the nexus between Knowledge Management Enabler, employee entrepreneurial Orientation and Learning orientation.

Keywords: Knowledge Management Enabler, Entrepreneurial Orientation, Learning Orientation, Employee, Indonesia

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Background

Up till now observation and empirical evidences have shown that the approach adopted by administrators and managing professionals, the market atmosphere and organizations have an impact on the entrepreneurial positioning and orientation with performance relationships or as a result increased entrepreneurial positioning and orientation within organizations on the other hand less value and importance is given to the part played by other members to implement the corporate entrepreneurial procedures (Kollmann, Stöckmann, & Peschl, 2016).

Although, a few researchers have emphasized on the significance of entrepreneurial resourcefulness and initiatives by employees (Baskaran, 2017; Evansluong, Ramírez, & Discua, 2019). In addition, there was an inevitable frenzy and disordered working environment in corporate operations causing increase in pressure on the organization, resulting in organization being more competitive as they are working more and more to cope with difficult scenarios, therefore enhanced outputs. Further in today's business culture economic demands have become significant, the participation of every member and employee in every aspect of an organization to increase output and raise earning levels to ensure continuity. As a result in twenty first century the upmost measures taken by the organizations are to put in place the innovation and novel entrepreneurial concepts, though being uncertain it poses challenges and risks (Hardy & Maguire, 2020). Furthermore, in similarity to the unique conceptualization of entrepreneurial orientation by Lee, Zhuang, & Joo (2019) and Cho & Lee (2018) immense work has been done on human capital and researchers who emphasized on employees were (Baskaran, 2017; Evansluong et al., 2019). In addition they have explained entrepreneurial positioning as every single employee in the organization working on new concepts having a proactive approach and taking risks in a positive manner. Ngah, Salleh, & Mamat (2016) have further explained that entrepreneurial orientation is no longer associated with top management and administration, and it has become an integral part of each level of management and employees.

Knowledge management enabler techniques are also considered as affecting sources, they may help in accelerating the activities for allocating knowledge resources among personal (Cavaliere, Lombardi, & Giustiniano, 2015; Ishak & Mansor, 2020; Lee & Han, 2019). Furthermore, whenever an organization faces challenges like competition based on innovative techniques they need to adopt and steer the administration and operations to coop with the changing environment using new practices (Ishak & Mansor, 2020). As a result, entities have understood that information awareness and management can be a useful tool in such scenarios. Further, author suggested that to generate and improve new intuitions and competencies, an institute or an organization should enable communication and exchange of information through worthwhile knowledge management (Ishak & Mansor, 2020). Though, studies have claimed many entities disorganized while they are trying to implement knowledge and related determinations (Bleoju & Capatina, 2015), in addition there are organizations inclined towards spending resources in Information Technology to enhance management of information and knowledge, (Cavaliere et al., 2015; Ishak & Mansor, 2020). Nevertheless, the main problem at an organization level trying to implement such knowledge management is to ascertain its enablers, which could develop its workforce informed in implementing commercial judgments and starting essential activities (Sunalai & Beyerlein, 2015). In accordance with the preceding studies and researchers, conferring to (Lee & Han, 2019), knowledge management enabler specified influence factors, these factors could enable knowledge management events and activities that included systematization and information sharing among personnel. This statement needs to be in line with the statement by Bavik, Tang & Shao (2018), it reflects that technological factors are of secondary importance as compared to individual factors and organizational factors as they directly influence the knowledge management and may be categorized as enablers. Consequently, to close this gap, preceding researchers have examined

numerous knowledge management enablers necessary in dealing information, other than helping the employee to hold an ample volume of information to perform entrepreneurially (Ishak & Mansor, 2020).

The learning orientation is an affinity or practice of pursuing to enhance one's knowledge and skills, towards one giving importance to learning progression to achieve perfection over a skill or a task, it is the inclination towards the challenging tasks, and to grasp as much knowledge to develop personal skills while solving problems and queries (Chenuos & Maru, 2015; Scuotto et al., 2017). Further, Sinha, Steel, & Saunders (2019) the learning orientation is defined as one's own insight and will develop their own competencies therefore it is a motivation to improve his or her capability. Thus, learning orientation stands out as a significant internal ambition for developing skill. In addition, a person with a learning orientation seeks tasks that was provided with learning prospects (Soltaninejad, 2018).

Saunila (2017) who relied on whether an entity may develop up a society that is inclined towards learning (Yunis, Tarhini, & Kassar, 2018) with morals and principles reflecting to a state of being. In line with this the learning orientation is a strategy in developing nations and considered for growth. Additionally, amongst the most recent times specifically three decades researchers had devoted enormous attention and focus in regards to the point of learning at the organizational level (Sinha et al., 2019). After the original work of in last three decades, research has been conducted in studying different levels in an organization therefore immense information assurances have been developed. One of the most important factors leading to this was the importance that learning has to an organization's adaptability and flexibility in element environment or the unfriendly circumstances (Lutsenko, 2018). In different organizational developments the personals entrepreneurial orientation has been of main focus and much importance has been given in the recent times and various variables have been used in the past few years in different organizational sectors (Gupta & Wales, 2017). Furthermore, using these an entity is well developed and can improvise in times of change and develop competitive advantage as have learned before completion has struck therefore enhances its performance. So, an examination on the outcome of the knowledge management enabler, learning orientation, and employee entrepreneurial orientation is a remarkable extent of this research.

Hence, the prime purposes are to explore the relationship among knowledge management enablers on the employee entrepreneurial orientation, despite considering the moderating effect of learning orientation,

Hypothesis Development

Entrepreneurial orientation has developed and has been in focus since the last two decades and the main concept fixated in tracking new prospects, risk-taking, and innovation (Cho & Lee, 2018; Lee et al., 2019; Sinha et al., 2019). This section has been developed to explain the hypotheses development that is the basis of this research. This research consists of three types of variables that includes the moderating variable. The variables used for this research were: (1) knowledge management enabler; (2) employee entrepreneurial orientation; (3) and learning orientation. So, knowledge management enabler has been used as an independent variable while employee entrepreneurial orientation was used as a dependent variable. Following, the learning orientation was used as a moderating variable between, independent variable knowledge management enabler, and dependent variable employee entrepreneurial orientation. It has been foreseen that the research variables have been motivators for research to establish relationships between organizational characteristics, knowledge management enabler, learning orientation, and employee entrepreneurial orientation. The preceding section focuses on the hypothesis, description, and the creators for each variable provided.

Knowledge management competences have been the most mentioned and most focused in the recent literature (Navarro, Acosta, & Wensley, 2016). Example quoted, Pee & Kankanhalli (2016) they came out with the review that infrastructure abilities in knowledge base are in fact

development abilities, therefore keeping the perspective based on infrastructure knowledge base may be tagged as an enabler. Thus, Entrepreneurial orientation development based on knowledge has an important role (Kesavan, 2018). Furthermore, information adequacy is an integral part of an individual's judgment working in an organization. It helps them focus on reason and effects before involving an employee in entrepreneurial tasks. Acceptance of the fact that both in house and exterior material is critical in entrepreneurial management and as per Bakman & Hashai (2017) pointed out that while keeping a check on the source of information technological tools helps an entity to identify required and focused specific facts and information that are result of internal external atmosphere.

Likewise, if the knowledge base of employees is developed as per their needs and skills and knowledge management enabler has been in place an organization may achieve their long-term goals and short-term objectives through employee positioning. Adding, embracing of new technology and advanced systems may not guarantee organizational accomplishment, as comprehensible technology is significant to endorse the systems in the organization it may encourage personal to improvise and use and aid their decisions through ample data and information. Furthermore, to keep in focus what the personal actually need adoption of new technology is integral to investment in the technology if it meets the intended purpose that is to develop more skills and abilities to enhance entrepreneurial decision making. Many other scholars have conducted studies between knowledge management and entrepreneurial orientation (Abubakar, Yakubu, & Shehu, 2019; Kohtamäki, Heimonen, & Parida, 2019; Sinha et al., 2019; Kesavan, 2018). Therefore, corresponding to Abubakar et al. (2019) he studied knowledge management and entrepreneurial orientation and the outcomes revealed that if you take SME performance knowledge management is directly associated with entrepreneurial orientation and has a positive result. Further, this brings to our notice that knowledge can affect employee entrepreneurial orientation. Although, there was ample data and work on knowledge management, very less scholars have examined the relationship between knowledge management enabler and employee entrepreneurial orientation (Ullah, Akhtar, & Shahzadi, 2016). As a result, the following hypothesis has been developed for the construct:

H1: Knowledge Management Enabler has significant impact on the employee entrepreneurial Orientation.

A learning orientation is "an organizational trait that influences an organization's tendency to assess propagative and double-loop learning redirected by a set of knowledge-questioning standards" (Sinha et al., 2019). Furthermore, learning orientation may be referred to as basic grasping of information and development of knowledge base (Chenuos & Maru, 2015; Scuotto et al., 2017) and therefore developing new understanding and information within an organization. Furthermore, learning orientation is vital to adjust, adapt and achieve the transmitted information. Further learning can be observed on three main focusses learning orientation, learning organizations, and organizational learning. Hence, businesses own learning orientation when commence principles that inspire the tendency of organizations to generate and utilize knowledge. Furthermore, it anticipates that learning orientation may help improve their performance in their tasks and also encourage more inclination towards learning behavior development. Staff members that are better at learning orientation are more probable to better performance in industry, they may work set vision much better that others, design trail development, composite effective and carryon closely and coop better with difficulties in tasks (Yao & Fu, 2019).

These qualities specify that employees assume and play very significant roles and show good performance. In addition, those staff members or personnel that are more adapted to learning orientation go for reviews and feedback this helps them value the decisions and also help develop skills and competencies. Meanwhile learning orientation also develops another positive aspect that an employee is not discomfited by faults rather use feedback to develop

competencies (Karimi & Shahdousti, 2018) therefore discrepancies are dealt with and help them develop skills and learn from the errors to overcome shortcomings . Although, the three organizational outcomes are not influenced and don't just have an impact by organizational identification thus clarifying that learning orientation is not the only method Additional, knowledge management enabler among employees and all levels of an entity is just the beginning for learning and development (Wang, Arnett, & Hou, 2016). Learning orientation helps identify weaknesses and therefore improvement and development of new skills and abilities among employees enhancing their performance.

Learning orientation is directly associated with organizational performance as new product and services organizational flexibility and adaptability and an entities earning and performance (Allameh & Khalilakbar, 2018). Via learning orientation, entities can utilize the inter organization ventures and collaboration in projects therefore achieving and gaining more (Sinha et al., 2019).

Moreover, organizations can develop resilience and become more grasping toward information and knowledge that helps them grow and develop. By absorbing more and more knowledge and information they entities enhance their employees by developing their skills by knowledge orientation (Liu & Huang, 2020).

Previous research and data shows that learning orientation and entrepreneurial orientation may not be directly impacting an employee but in different behaviors and manners it impacts positively on an employee performance (Kohtamäki et al., 2019). There is consistency with behavioral psychology in a similar manner and form and learning orientation on an employee. Hence the values and norms in an organization that is inclined and more oriented towards learning are parallel to employee behavior oriented towards learning. In related manner, norms and values driven from learning orientation helps an organization to be flexible and adaptive risk oriented take new ventures and swift responses if the scenario require an urgency the company would respond quickly as a result of employee entrepreneurial skills activation therefore the linkage between learning orientation and entrepreneurial orientation has been identified in research recently (Gupta & Wales, 2017; Hussain, Shah, & Rehman, 2018; Shariff, Ahmad, & Hafeez, 2017; Sinha et al., 2019). Hussain et al. (2018). IT based organizations were sampled to study the relation between entrepreneurial and learning orientation as a result positive and direct aspects occurred between the two.

Therefore similar results were reflected from studies as of Sinha et al. (2019) and Shariff et al. (2017), there was a very direct and a strong positive relation between the two variables i.e. learning orientation and entrepreneurial orientation. Moreover, an entity or an organization that gives importance to learning prepares to change in environment, so they improvise with the dynamics when any threats or external jolts occur a behavioral shift is required to achieve desired objectives or to deal with changes based on learning orientation. The studies have shown and given ample data and literature but the direct linkage of learning orientation with employee entrepreneurial orientation there is very little exploration at the hands of researchers. Based on the studies and research data available, knowledge management enabler, described as persuading element, can enable such knowledge managing events as categorizing and allocating knowledge assets between members of an organization (Lee & Han, 2019), therefore play an integral part for the development of knowledge management system (Sunalai & Beyerlein, 2015). Apart from that, learning orientation is an integral part and feature of an organization's competitiveness presented as range of organizational merits that directly addresses the weakness in an organization to utilize its human resources to the fullest extent and not apply their knowledge (Sinha et al., 2019). Basically learning orientation helps collect data process data and utilize data in the form of information (Sinha et al., 2019). Hence a very informal relation reflects between knowledge management enabler and learning orientation. Although there are few techniques to analyze and check the relation between knowledge

management enabler and learning orientation. For example, learning orientation may be used to influence the process flow along with the knowledge management enabler to course the information collection processing and utilization. Consequently, a method to conceptualize the linkage among the two variables is to detect learning orientation as the result of knowledge management enabler by inspiring the collection and development of knowledge, dissemination and processing information, and utilization of information and knowledge.

One of the significant methods adopted in employee learning orientation is the way entities can enhance their knowledge consumption and its output by improving the application techniques. Moreover, while understanding the learning orientation cycle," proposed, "Accumulated knowledge management enabler is not as important as the process procedure that is used to develop and create knowledge. Furthermore, the procedures and strategies related to continuity planning and development are used by entities to recognize improvements, devise improvements and institutionalize them. Example quoted, Pee & Kankanhalli (2016) researched the relations between knowledge management and learning orientation in China Credit Information Service organizations. They carried out experiments and the empirical results and outcomes clearly showed that knowledge management enabler enhances the process of learning orientation and has a direct impact on learning process. As a result the performance enhancement and growth and better output results in an organization may result from implementation of knowledge management enablers (Allameh & Khalilakbar, 2018). Therefore, keeping in view the discussed output results and observations and though there was ample data on knowledge management enabler and learning orientation, few researchers have examined the relationship between knowledge management enabler and learning orientation, Therefore, the following hypothesis being planned for the paradigm:

H2: learning orientation has significant impact on the employee entrepreneurial Orientation.

H3: Learning orientation moderates the relationship between the knowledge management enabler and has significant impact on the employee entrepreneurial Orientation.

Methodology

The present study used PLS path modeling for the theoretical model analysis proposed in this study. This technique is considered to be appropriate for data analysis due to various reasons. The key reason is that the PLS-SEM comparatively provides more logical and correct outcomes than other software or techniques (Hair, Hult, Ringle, & Sarstedt, 2016; Ramayah, Cheah, & Memon, 2018). Moreover, PLS-SEM does not pose any restriction for normally distributed data. Furthermore, scholars have suggested PLS-SEM as an influential technique for simultaneously testing the multiple relationships in behavioral and social science researches (Ong & Puteh, 2017). Data is collected form the Indonesian SMEs. During the data collection process, 310 questionnaires were distributed, and 260 questionnaires were received. During the data screening process, 15 questionnaires were omitted from the data due to missing information. Thus, a 79% response rate was obtained in this study. As the minimum required rate of response in survey-based research is 30% (Hair et al., 2016; Hair, Matthews, Matthews, & Sarstedt, 2017; Ramayah et al., 2018), thereby response rate obtained in this study is considered to be adequate.

Results

A bootstrapping procedure was conducted to assess the significance of indicators, hypothesis testing and evaluation of relevance. Bootstrapping refers to a re-sampling procedure to drive large number of sub-samples from the original set of data and these sub-samples are then used for PLS path model estimation (Hair et al., 2017). In the present study, we employed PLS-SEM to estimate the structural and measurement models.

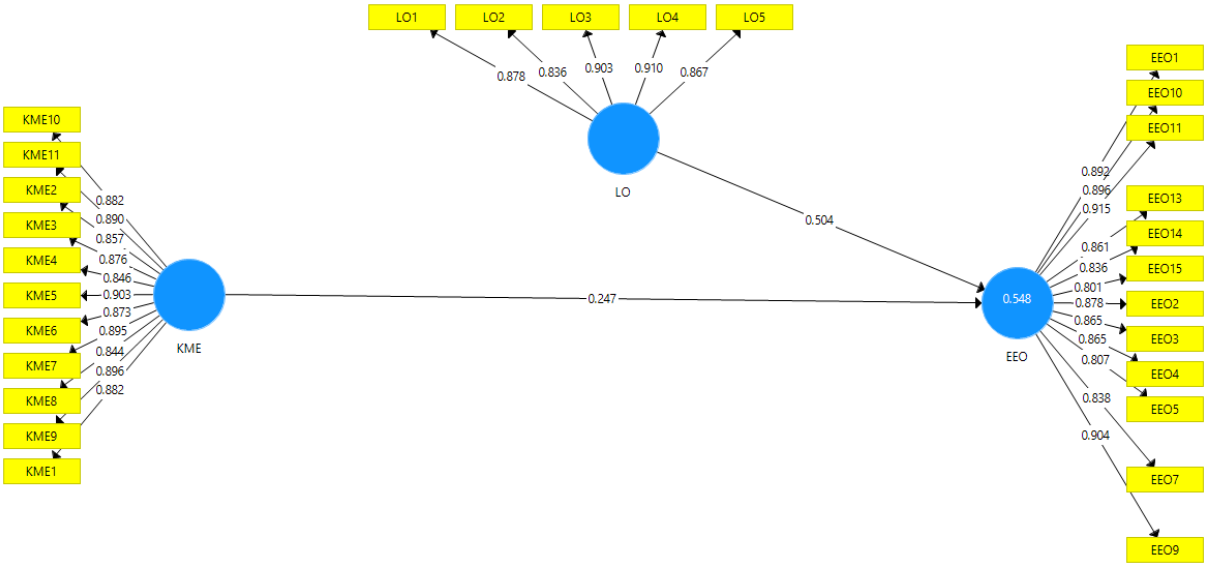

Figure 1 Measurement Model

Firstly, the measurement model in PLS is estimated for analyzing construct loadings and relevance of indicators. Under measurement model estimation, reliability test was performed to check the consistency of measuring constructs, and validity test was performed to assess whether an instrument is capable of representing its respective construct that it is expected to measure (Ramayah et al., 2018). In addition, the outer or measurement model also helps to determine the relationship between the observed and the latent constructs. Besides, it also determines the instrument's discriminant and convergent validities, thereby providing the validity of a construct (Hair et al., 2016).

Table 1 Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	(AVE)
EEO	0.969	0.970	0.972	0.746
KME	0.970	0.971	0.973	0.769
LO	0.926	0.928	0.944	0.773

By obtaining each constructs' outer loadings, individual item reliability can be examined. In social science research, weak outer loadings is a common issue (Henseler, 2018). Therefore, it is suggested to omit items with lower loadings as it can possibly increase the CR and AVE values (Hair et al., 2016). In the next step, we established the convergent validity through observing the factor loadings, AVE and composite reliability as recommended by Hair et al. (2016). Composite reliability (CR) was also used for computing the internal consistency reliability (Hair et al., 2016). In addition, the item loadings were obtained for each indicator in this research. The multivariate analysis literature suggests that 0.70 or above is the acceptable level for outer loadings (Hair et al., 2017). For present study, composite reliability (CR) values fall within 0.83-0.92, and satisfy the minimum threshold level (Hair et al., 2016; Hair et al., 2017; Singh & Prasad, 2018).Meanwhile, the average variance extracted (AVE) explains that how much total change in indicators is explained by a latent construct. Present study computed the AVE values, which are presented in Table 1 and all values are above the threshold level i.e. 0.5 or above (Hair et al., 2016). Discriminant validity is defined as the extent to which different items distinguish between the model constructs.

Table 2 Validity

	EEO	KME	LO
EEO	0.864		
KME	0.720	0.877	
LO	0.736	0.838	0.879

Once the outer model is estimated, the study then determines the inner model in PLS, which involves testing of hypothesis through path coefficients and t-values. Path coefficients represent the assumed relationships among different model constructs, as presented in Figure 2. Furthermore, while performing the bootstrapping procedure we used 500 resamples to check the significance of path-coefficients. Figure 2 and Table 3 present the standardized path coefficients, t and p values, and standard errors.

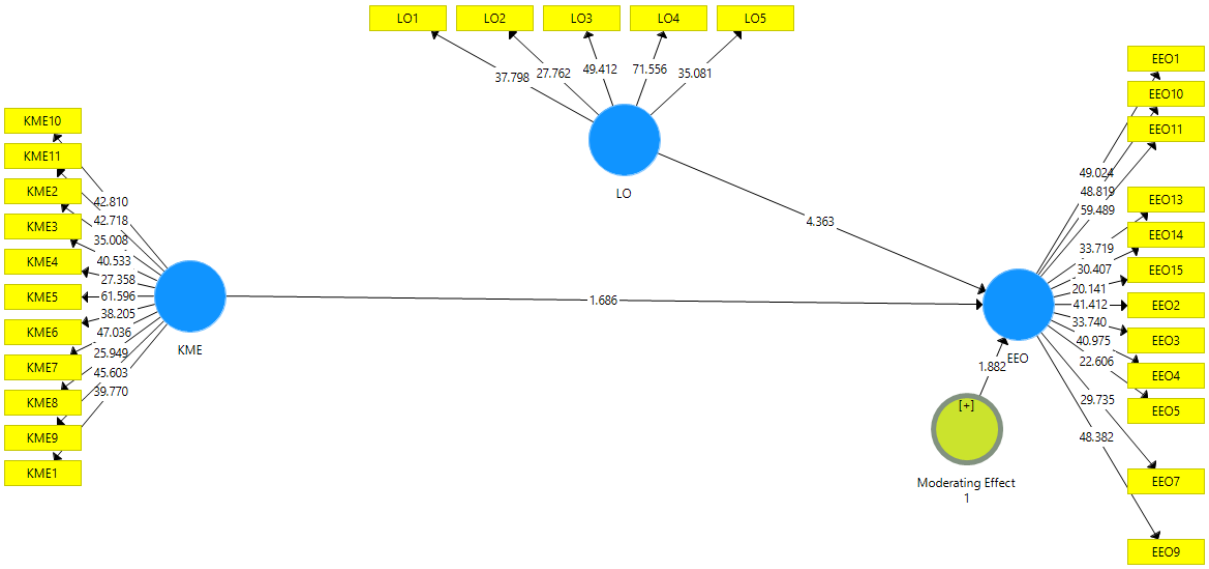

Figure 2 Structural Model

Table 3 Regression Results

	(O)	(M)	(STDEV)	(|O/STDEV|)	P Values
KME -> EEO	0.236	0.240	0.140	1.686	**0.046**
LO -> EEO	0.608	0.606	0.139	4.363	**0.000**
LO*KME -> EEO	0.114	0.114	0.061	1.882	**0.030**

R-square represents the coefficient of determination which presents the amount of variance in endogenous construct that is explained by the predictors (Hair et al., 2016; Hair et al., 2017; Henseler, 2018). The minimum acceptable level for R-square is 0.15 (Henseler, Ringle, & Sarstedt, 2015). IN our case the R square in 0.548 (Figure 1).

Effect size (f^2) shows the relative effect of an exogenous construct on the endogenous construct, due to change in R-square (Henseler, 2018). In view of Henseler et al. (2015), f^2 values i.e. 0.02, 0.15 and 0.35 indicate weak, moderate and strong effects on the endogenous construct, respectively.

Table 4 effect size

	EEO
EEO	
KME	0.216
LO	0.367

Conclusion and Discussion

Entrepreneurial orientation and knowledge management have been the focus of many researchers (Abubakar et al., 2019; Kohtamäki et al., 2019; Sinha et al., 2019; Kesavan, 2018). As per the construct developed previously, knowledge management enabler has been found to have a direct relation and influence on the employee entrepreneurial orientation, as described and elaborated previously. Therefore both the constructs have a very important association previous research has also elaborated the same example quoted as Sinha et al. (2019), Kohtamäki et al. (2019), Kesavan (2018), Ullah et al. (2016) and Abubakar et al. (2019). Moreover, the outcome of the research has clarified the use of knowledge management enabler that positively impacts the employee entrepreneurial orientation in different industries and sectors, like this one in manufacturing industry. Example quoted, Pee & Kankanhalli (2016) knowledge and information administration and control among personal and staff where new information and technology investments are made and adaption to new tech, optimal constructs, and internal environment enables employees to behave entrepreneurially.

Therefore, the entrepreneurship procedures occur with the spark of an exceptional notion. There are a number of things that impact how an organization thinks or behaves. However, the knowledge that prevails that has the direct and most powerful and effective attribute. To devise new ideas and plans perceptions and notions leading to new strategies. Opening up new avenues and opportunities for entrepreneurs. In actual if proper knowledge and learning process has been applied internal stakeholders can easily judge their own and organizations standing, the weaknesses and shortfalls can be identified.

Previous research and data shows that learning orientation and entrepreneurial orientation may not be directly impacting an employee but in different behaviors and manners it impacts positively on an employee performance (Kohtamäki et al., 2019). Moreover, some new researches have been conducted to elaborate the liaison between learning orientation and entrepreneurial orientation (Gupta & Wales, 2017; Hussain et al., 2018; Shariff et al., 2017; Sinha et al., 2019). The main purpose is to identify the relation between management and knowledge, while management is considered as a process of knowledge and information therefore the employee behavior their administration, flexibility, adaptation. So, the knowledge collected disseminated processed and utilized is based on the process therefore a difference based on the geography the perspective the concepts arise. How information is established and collected the how it is processed and how it is utilized. Knowledge management is of key significance as learning may become useless if proper process flow has not been devised methods that are being used matter a lot, if not properly managed learning may not be that useful as it seems, therefore if learning is put to proper use and skill development and bought to action then it matters. It helps entities and organizations to respond positively to unfavorable conditions, turnaround the negative to your advantage, change, when to change and how to change. How quickly one can respond and develop to cope with short term pressures by stability and resilience defines how long one would play. How efficiently entity learns from scenarios. Employee entrepreneurial orientation helps identify traits of knowledge. This helps the learning process and orientation. Therefore, learning orientation and revolution in a way that knowledge and information used to the fullest extent.

This research has had extensive repercussions related to theory and empirical work. According to Abubakar et al. (2019), entrepreneurial orientation helps organizational survival and

existence in the changing environments. Entrepreneurial orientation has a direct impact on the performance of an entity and recently new studies have been conducted to establish relationships (e.g.). Manufacturing industries sector was mainly focused to carry out the employee entrepreneurial orientation in some studies (Baskaran, 2017; Evansluong et al., 2019).

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