research stating that the dimensions of entrepreneurial orientation (EO), namely *proactiveness, risk taking* and *innovativeness* do not have a significant impact on the overall performance of SMEs.

Lechner and Gudmundsson (2014) suggested that the relationship between entrepreneurial orientation (EO) and firm performance is mediated and moderated by multiple constructs, although research is limited on the causal mechanisms of how and why EO impacts other constructs. Vargas, Montoya, and Escobedo (2019) confirmed the positive impact of entrepreneurial orientation (EO) on firm performance, but there is little understanding of this effect in developing countries. This study aims to address this gap in developing countries.

Previous research conducted by Aunalal and Apono (2019) in Ambon City stated that innovation mediates the relationship between entrepreneurial orientation and SME performance, as well as innovation mediates the relationship between learning orientation and SME performance. This needs to be further studied in other parts of Indonesia.

Foltean, Trif and Tuleu (2019) said that the continued advancement of the internet has played a key role in the performance of SMEs and Olanrewaju, Hossain, Whiteside and Mercieca (2020) said that social media is very significant in this context in developing countries. Criado , A. and Criado , J. (2018) stated that the popularity of social media is considered effective in achieving goals and improving the performance of SMEs. Other studies, namely Fan , et al. (2021), Qalati (2021) and Ahmad, et al. (2018) stated that the adoption of social media has an impact on the performance of SMEs. This is a research gap (second) because Bakri (2017), Trainor, et al . (2014) and Malthouse, et al . (2013) stated that the adoption of social media has no impact on the performance of SMEs while Francia (2016) and Chuang (2019) argue that empirical research on the benefits of social media is insufficient.

LITERATURE REVIEW

1. Entrepreneurship Orientation (EO)

Entrepreneurial orientation defines how individuals or firms should identify and exploit opportunities using proactivity, calculated risk taking and innovation (Miller, 1983).

2. Learning Orientation (LO)

Siguaw, et al. (2006) conceptualize learning orientation as an organizational understanding that focuses on acquiring new knowledge and how to use it to best achieve organizational goals that result in better performance and innovation. Orientation means the adaptation of new knowledge that leads to behavioral changes in the organization to incorporate a new vision based on shared understanding to improve company performance (Sinkula, 1994; Slater & Narver, 1995).

3. Social Media Adoption (SMA)

Kaplan and Haenlein (2010) define social media as "a group of Internet-based applications that build on the ideology and technological foundations of Web 2.0 and that enable the creation and exchange of user-generated content. When used successfully, social media enables organizations to enhance a number of business activities. These may include, for example, connecting with partners, sharing information and managing communications and logistics across the supply chain (Humphrey, et al., 2003).

4. Innovation (IN)

Innovation is one of the fundamental instruments of SMEs or corporate strategies to develop new ideas leading to improved processes, products and/or services to treat the market, attract and expand market share and also provide SMEs or companies with competitive advantages in response to changes around them (Lomberg, Urbig, Stockmann, Marino, & Dickson, 2017).

5. Performance of UMKM (PER)

Yusr and Othman (2016) stated that performance is the most important factor for an organization to prove whether it is profitable or not. Some researchers try to study how to improve company performance, and some study predictors of company performance (Mahmood & Hanafi, 2013).

Relationship Between Variables

1. The Relationship Between Entrepreneurial Orientation and M KM Performance

Fatima and Bilal (2019) showed that SMEs with higher levels of entrepreneurial orientation tend to perform better in this increasingly globalized and competitive environment. Similar things were stated by Hossain and Al Asheq (2019) and Karami and Tang (2019). A different thing was expressed by Sadiku-Dushi, Dana and Ramadani (2019) in their research stating that the dimensions of entrepreneurial orientation (EO), namely *proactiveness, risk taking* and *innovativeness* do not have a significant impact on the overall performance of SMEs.

H1: Entrepreneurial orientation (EO) has an effect on M KM Performance (PER)

2. The Relationship Between Learning Orientation and M KM Performance

Siguaw, et al. (2006) conceptualize learning orientation as an organizational understanding that focuses on acquiring new knowledge and how to utilize it to best achieve organizational goals resulting in better performance and innovation. Werlang and Rossetto (2019) have found a significant relationship between learning orientation and SME performance. Jean Bosco Nzitunga (2019) confirms the positive relationship between learning orientation and performance.

H2: Learning orientation (LO) has an effect on M KM Performance (PER)

3. Social Media Adoption and MSME Performance

Ferrer, et al (2013) noted that social media adoption positively affects organizational social capital which in turn affects performance. Wong (2012) and Kwok and Yu (2013) found that Facebook adoption has a positive effect on SME sales performance. Several other researchers have revealed that social media adoption by companies provides benefits and some have identified a positive relationship between social media adoption and company performance (Ainin, et al . , 2015; Paniagua and Sapena, 2014; Parveen, et al., 2014; Rodriguez, et al ., 2012).

H 3 : Adoption of social media (SMA) has an effect on MSME Performance (PER)

4. The Relationship Between Innovation and M KM Performance

Previous literature mentions that innovation has a significant and positive influence on SME performance (Wong, 2014; Heidenreich & Handrich, 2015; Wahono, 2020). This study seeks to further examine the relationship between innovation and SME performance in Kendal Regency to confirm or refute previous findings and to make recommendations for further learning.

H 4 : Innovation (IN) has an effect on MSME Performance (PER)

5. The Relationship Between Entrepreneurial Orientation and Social Media Adoption

Entrepreneurial orientation elements such as proactiveness, risk taking and innovation enable firms to adopt new or innovative technologies. Dutot and Bergeron (2016) stated that given the characteristics of *innovativeness* , firms with higher entrepreneurial orientation are expected to be more likely to adopt new technologies such as social media. SMEs with higher entrepreneurial orientation will adopt social media. This is in line with Tajudeen, et al. (2017) who demonstrated the relationship between entrepreneurial orientation and the perceived contribution of social media in SMEs.

H 5 : Entrepreneurial Orientation (EO) has an effect on social media adoption (SMA)

6. The Relationship Between Entrepreneurial Orientation and Innovation

Entrepreneurial orientation is actually an approach that focuses on innovation in market products and risky projects, and has a tendency to be a pioneer of innovation, trying to find an advantage over competitors (Miller, 1983). Entrepreneurial culture supports the creation of new transactions from existing ones and the revival of sluggish transactions (Schendel, 1990). In fact, the creation and revival of transactions can result from the development of new products, the transformation of existing products, the creation of new production methods or new distribution channels, and the discovery of new management attitudes or new competitive strategies (Stevenson and Jarillo, 1990). By providing suggestions for testing potential new opportunities, through access to resources, performance, and also through the production and commercialization of new products and services, entrepreneurship leads to innovation (Thornberry, 2003).

H 6 : Entrepreneurial Orientation (EO) influences Innovation (IN)

7. The Relationship Between Learning Orientation and Innovation

The literature shows that learning generates new knowledge, which is used by employees in their development. innovation, and that, if promoted in organization, high levels of innovation will be developed (Martínez , et al., 2016) . In fact, many studies show that there is a strong relationship between learning orientation and innovation (Alegre & Chiva, 2008)

H 7 : Learning Orientation (LO) has an effect on Innovation (IN)

8. Social Media Adoption Mediates the Relationship between Entrepreneurial Orientation and M KM Performance

Entrepreneurial orientation as a resource that can produce valuable outcomes (e.g., improved SME performance) only when appropriate capabilities are used (Kang, 2014). Aunalal (2019) stated that social media adoption can mediate the relationship between entrepreneurial orientation and performance. However, this research has not been widely conducted so it still requires further research.

H 8 : Social media adoption (SMA) mediates the relationship between Entrepreneurial Orientation (EO) and MSME Performance (PER)

9. Innovation Mediates the Relationship between Entrepreneurial Orientation and M KM Performance

Aunalal (2019) and Setyanti (2013) support Baker and Sinkula's (2009) research, namely that the better product innovation, process innovation and business system innovation will increase the effect of entrepreneurial orientation on performance.

H 9 : Innovation (IN) mediates the relationship between Entrepreneurial Orientation (EO) and MSME Performance (PER)

10. Innovation Mediates the Relationship between Learning Orientation and M KM Performance

Baker and Sinkula (1999) showed that learning orientation has a direct relationship with performance and also an indirect relationship through product innovation. Aunalal (2019) found innovation to act as a mediator in the influence of learning orientation on performance. This is in line with the findings of Eris, et al. (2012), Nybakk (2012) and Lestari, et al. (2018).

H 10 : Innovation (IN) mediates the relationship between Learning Orientation (LO) and MSME Performance (PER)

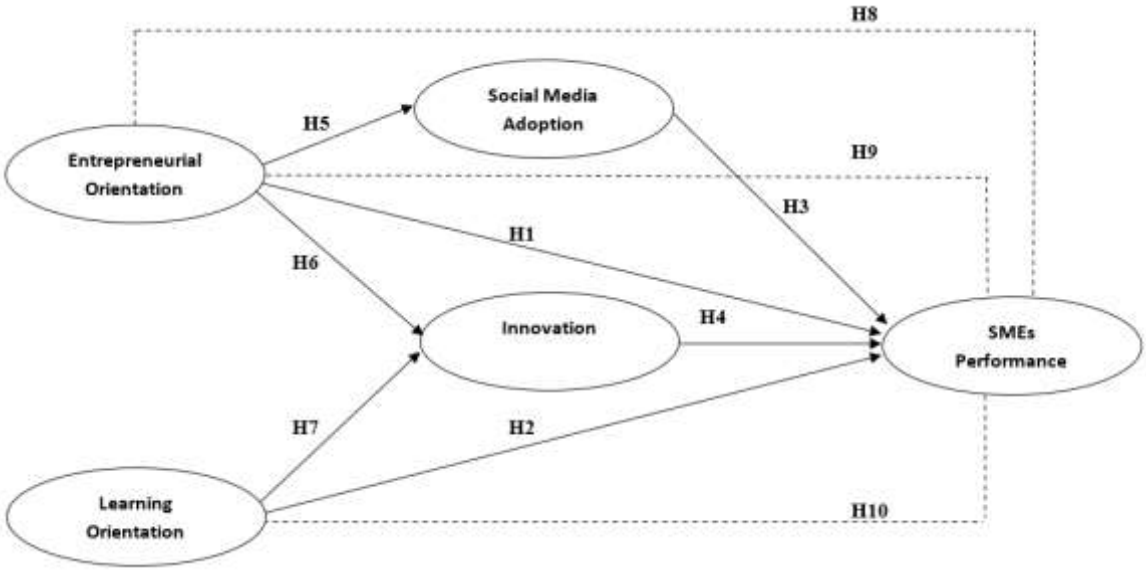


Figure 1 Research Model

RESEARCH METHODS

This type of research is a correlative quantitative research with micro, small and medium enterprises in Kendal Regency as the object of research. The sampling technique used is *Simple* Random Sampling .

This study uses a Likert scale to test hypotheses or relationships between variables. The Likert scale used is 1 to 5 where 1 means strongly disagree, 2 means disagree, 3 means less agree, 4 means agree and 5 means strongly agree.

The analysis tool used to test hypotheses or see the relationship between variables is SEM . SEM analysis is carried out using the PLS (Partial Least Square) analysis method with the Smart PLS 3.2.9 application.

RESULTS AND DISCUSSION

There are 47 indicators in this study where the entrepreneurial orientation variable (EO) has 8 indicators, the learning orientation variable (LO) has 12 indicators, the social media adoption variable (SMA) has 13 indicators, the innovation variable (IN) has 7 indicators and the UMKM performance variable (PER) has 7 indicators. However, after conducting the pre-survey validity and reliability test, the indicators that can be used for further research are as follows:

Table 1 Research Hypothesis

No	Variables	Indicator
1.	Entrepreneurial orientation (EO)	EO1, EO2, EO3, EO4, EO7
2.	Learning orientation (LO)	LO1, LO2, LO3, LO4, LO5, LO6, LO7, LO8, LO9, LO10, LO12
3.	Social media adoption (SMA)	SMA1, SMA2, SMA3, SMA4, SMA5, SMA6, SMA7, SMA8, SMA9, SMA10, SMA11, SMA12, SMA13
4.	Innovation (IN)	IN1, IN2, IN3, IN4, IN5, IN6, IN7
5.	MSME Performance (PER)	PER1, PER3, PER4, PER5, PER6, PER7

Adoption of social media as an endogenous variable is influenced by entrepreneurial orientation as an exogenous variable of 0.458 or 45.8% (has a strong category), the rest is influenced by other variables. Innovation as an endogenous variable is influenced by entrepreneurial orientation and learning orientation as exogenous variables of 0.721 or 72.1% (has a very strong category), the rest is influenced by other variables. SME performance as an endogenous variable is influenced by entrepreneurial orientation, learning orientation, adoption of social media and innovation as exogenous variables of 0.898 or 89.8% (has a very strong category), the rest is influenced by other variables.

The influence of independent variables on dependent variables can be shown in the table below :

Table 3 Path Coefficient

	EO	IN	LO	PER	SENIOR HIGH SCHOOL
EO		0.315		0.005	0.682
IN				0.585	
LO		0.573		0.398	
PER					
SENIOR HIGH SCHOOL				0.004	

Table 4 T-Statistics

	T Statistics (|O/STDEV|)	P Values	Connection
EO -> IN	2,302	**0.022**	Significant
EO -> PER	0.056	**0.956**	Not significant
EO -> High School	7,321	**0,000**	Significant
IN -> PER	6,711	**0,000**	Significant
LO -> IN	4,136	**0,000**	Significant
LO -> PER	3,135	**0.002**	Significant
High School -> PER	0.046	**0.963**	Not significant

Entrepreneurial orientation has a positive relationship to UMKM performance, which is 0.005. *H1 is accepted* . This supports the research conducted by Fatima and Bilal (2019) ; Hossain and Al Asheq (2019) ; and Karami and Tang (2019) which states that MSMEs that have a higher level of entrepreneurial orientation (EO) tend to perform better in this increasingly globalization and competition. Although this relationship is positive, the effect **is not significant** where t -count = 0.056 < t-table = 1.988, p value = 0.956 > 0.05 . The results of this study are similar to the research conducted Sadiku-Dushi, Dana and Ramadani (2019) stated that the dimensions of entrepreneurial orientation (EO), namely *proactiveness, risk taking* and *innovativeness,* do not have a significant impact on the overall performance of SMEs .

Learning orientation has a positive and significant relationship with UMKM performance of 0.398 , t -count = 3.135> t-table = 1.988, p value = 0.002 <0.05 . *H2 is accepted.* The results of the study support previous studies, namely Werlang and Rossetto (2019) who found a significant relationship between learning orientation and SME performance and Jean Bosco Nzitunga (2019) who confirmed the positive relationship between learning orientation and performance.

Entrepreneurial orientation has a positive and significant relationship to social media adoption of 0.682. T-count = 7.321> t-table = 1.988, p value = 0.000 <0.05 . *H5 is accepted* . The results of the study are in line with research conducted by Tajudeen, et al. (2017) which demonstrated the relationship between entrepreneurial orientation and the perceived contribution of social media in SMEs.

Social media adoption has a positive relationship with UMKM performance, which is 0.004. *H3 is accepted.* This positive relationship is in line with the research of Wong (2012) and Kwok and Yu (2013) who found that Facebook adoption has a positive effect on UMKM sales performance. Several other researchers have revealed that the adoption of social media by companies provides benefits and some have identified a positive relationship between social media adoption and company performance (Ainin, et al . , 2015; Paniagua and Sapena, 2014; Parveen, et al., 2014; Rodriguez, et al ., 2012).

Although the relationship between social media adoption and MSME performance is positive, the effect **is not significant** where t -count = 0.046 < t-table = 1.988, p value = 0.963 > 0.05 . After further review, the use of social media by MSMEs is used only for personal purposes and its reach is still very narrow, only in the circle of friends. This social media adoption has not been optimized for marketing activities (*social media for marketing*), establishing relationships with customers (*customer relationships*) and seeking information that supports marketing strategies (*information accessibility*).

Entrepreneurial orientation has a positive and significant relationship to innovation of 0.315 , t -count = 2.302> t-table = 1.988, p value = 0.022 <0.05 . *H6 is accepted* . The results of the study are in line with Thornberry (2003) who provides suggestions to test potential new opportunities, through access to resources, performance, and also through the production and commercialization of new products and services, entrepreneurship leads to innovation

Learning orientation has a positive and significant relationship to innovation of 0.573 , t -count = 4.136> t-table = 1.988, p value = 0.000 <0.05 . *H7 is accepted* . This is in line with the statement of Martínez , et al. (2016) that learning produces new knowledge, which is used by employees in developing innovation, and that, if promoted in organization, high level innovation will be developed . Alegre & Chiva (2008) also stated that many studies show that there is a strong relationship between learning orientation and innovation .

Innovation has a positive and significant relationship to MSME performance of 0.398 , t -count = 6.711> t-table = 1.988, p value = 0.000 <0.05 . *H4 is accepted.* The results of this study support previous literature which states that innovation has a significant and positive influence on MSME performance (Wong, 2014; Heidenreich & Handrich, 2015; Wahono, 2020).

The indirect relationship between variables can be shown by the table below :

Table 5 Indirect Effect

	EO	IN	LO	PER	SENIOR HIGH SCHOOL
EO				0.187	
IN					
LO				0.335	
PER					
SENIOR HIGH SCHOOL					

Table 6 Specific Indirect Effects

	Original Sample (O)	T Statistics (|O/STDEV|)	P Values
EO -> IN -> PER	0.184	2,086	**0.038**
LO -> IN -> PER	0.335	3,910	**0,000**
EO -> SMA -> PER	0.003	0.044	**0.965**

Social media adoption cannot mediate the relationship between entrepreneurial orientation and MSME performance, original sample = 0.003, t-count = 0.044 <t-table = 1.988 and p value = 0.965> 0.05. ***H8 is rejected*** . The results of this study are not in line with the research conducted by Aunalal (2019) which states that social media adoption can mediate the relationship between entrepreneurial orientation and performance. As previously stated, the adoption of social media by MSMEs has not been optimized to carry out marketing activities (*social media for marketing*), establish relationships with customers (*customer relationships*) and seek information that supports marketing strategies (*information accessibility*). This makes the relationship built by mediating social media adoption insignificant.

Innovation can mediate the relationship between entrepreneurial orientation and MSME performance, original sample = 0.038, t-count = 2.086> t-table = 1.988 and p value = 0.038 <0.05. *H9 is accepted.* The results of this study support the research of Aunalal (2019) ; Setyanti (2013) ; and Baker and Sinkula (2009) which state that the better product innovation, process innovation and business system innovation will increase the effect of entrepreneurial orientation on performance.

Innovation also mediates the relationship between learning orientation and UMKM performance, original sample = 0.335, t-count = 3.910 > t-table = 1.988 and p value = 0.000 < 0.05. *H10 is accepted.* The results of this study are in line with previous studies, namely Eris, et al. (2012) ; Nybakk (2012) ; Lestari, et al . (2018) and Aunalal (2019) who found innovation to act as a mediator in the influence of learning orientation on performance.

CONCLUSION AND SUGGESTIONS

This study supports the RBV theory which explains the need for MSMEs to utilize internal and external resources within the company and their social media. This study also supports previous studies which state that the adoption of social media and innovation can improve business performance in MSMEs.

Wong (2012) and Kwok and Yu (2013) for example found that Facebook adoption has a positive effect on

SME sales performance. Several other researchers have revealed that the adoption of social media by companies provides benefits and some have identified a positive relationship between social media adoption and company performance (Ainin, et al . , 2015; Paniagua and Sapena, 2014; Parveen, et al., 2014; Rodriguez, et al ., 2012). Other researchers Wong (2014) ; Heidenreich & Handrich (2015) and Wahono (2020) mentioned that innovation has a significant and positive effect on SME performance .

Innovation plays a very important role in improving business performance in MSMEs. Innovation can be driven by entrepreneurial orientation and learning orientation to improve business performance in MSMEs. The results of this study support the research of Aunalal (2019) ; Setyanti (2013) ; and Baker and Sinkula (2009) which state that the better product innovation, process innovation and business system innovation will increase the effect of entrepreneurial orientation on performance. Other studies, namely Eris, et al. (2012) ; Nybakk (2012) ; Lestari, et al . (2018) and Aunalal (2019) found innovation to act as a mediator in the influence of learning orientation on performance.

Social media adoption cannot be driven by entrepreneurial orientation to improve business performance in MSMEs. The results of this study contradict Aunalal (2019) who stated that social media adoption can mediate the relationship between entrepreneurial orientation and performance. After further review, the use of social media by MSMEs is used only for personal purposes and its reach is still very narrow, only in the circle of friends. The adoption of social media has not been optimized to carry out marketing activities (*social media for marketing*), establish relationships with customers (*customer relationships*) and find information that supports marketing strategies (*information accessibility*).

This study will fill the scientific and empirical gaps related to this topic, contribute to academics in the field of entrepreneurial management, and finally provide suggestions for further research, namely testing the role of social media adoption and innovation in improving business performance in MSMEs using other independent variables.

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