

# Interrelationship of competencies, orientation, and innovation: Inputs for innovative entrepreneurial framework

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## ***Abstract***

Entrepreneurs are agents of economic change, creating wealth, reducing unemployment, contributing to industrialization and economic growth, and improving living standards. Innovation is necessary for the company's competitive advantage. No company can survive without advancement; it also plays a central role in entrepreneurship. The study focused on the relationship between entrepreneurial competencies, entrepreneurial orientation, and innovation. Entrepreneurial competencies entail different characteristics that involve knowledge, skills, and personality. Entrepreneurial Orientation represents a firm's strategic posture as demonstrated by the Business's processes, practices, and activities. The research study utilized a descriptive-correlational research design. The sampling design was stratified random sampling with a replacement method. Each province had an equal chance of being selected as a respondent. Hence, those provinces that did not meet the target sample were replaced with other respondents. Some themed restaurants were closed due to the pandemic, and some refused to answer. Two hundred seventy-two employees of Themed Restaurant were the primary respondents who answered a total of 82 adapted-modified questionnaires. Based on the result of the study, entrepreneurial competencies, orientation, and innovation are positively correlated with one another. With this educational institution, the restaurant business and the government should look into the following variables and include them in future studies to sustain economic activity through entrepreneurship.

***Keywords:*** entrepreneurial competencies, entrepreneurial orientation, entrepreneurship, innovation, restaurant industry

## **Interrelationship of competencies, orientation, and innovation: Inputs for innovative entrepreneurial framework**

### **1. Introduction**

The restaurant industry in the Philippines is affected by rapid changes in the economy, the rise of individualized consumption patterns, and changes in the standard of living. Restaurant entrepreneurs seek and find ways to gain competitive advantages. It can be through digitalization, standardization, and upgrades in production. Innovative technologies and processes to create a high performance are also evitable (Chien & Tsai, 2021). More entrepreneurs need to level up their innovative entrepreneurship to survive the competitive environment.

Entrepreneurs are agents of economic change. Entrepreneurship creates wealth, reduces unemployment, and contributes to industrialization and economic growth, improving living standards. To create business value, entrepreneurs must have sound attitudinal, intellectual, behavioral, and managerial competencies in today's economy. An experienced entrepreneur has specific business knowledge, plays social roles, and remains skillful. An entrepreneur must keep creative, passionate, positive, convincing, flexible, ingenuity, assume risk, and be an excellent planner, problem solver, and others. The nature of entrepreneurial competencies is essential for improving entrepreneurship. This paper seeks to fill the research gap by examining the entrepreneurial competencies and orientation required for entrepreneurs to improve innovation. The increasing significance of entrepreneurship research over the last decades resulted in a reflective revolution in the business enterprise categorized by rapidly changing settings. Over the years, there have been magnificent changes in the business context that impose researchers and scholars on continuous learning. Consequently, the need for and supply of entrepreneurial education has grown exponentially, which was written and mentioned in the study by (Schneider & Albornoz, 2018).

Entrepreneurs face many challenges and issues in today's ultra-competitive business world. In this study, entrepreneurs have encountered hiring staff and employees capable of their assigned tasks and responsibilities. The researcher focused on the Entrepreneurial competencies and orientation to address one of the underlying problems of entrepreneurs in running their establishment. Business growth was also an issue with entrepreneurs looking for ways to improve their businesses. In a sense, innovation is essential for the business to grow. Entrepreneurial competencies and orientation are vital for innovation, improving, and elevating the enterprise's business growth. Hiring staff and Business growth are issues that are areas of concern for entrepreneurs. However, the result of the study can provide an answer how knowing the competencies and orientation of the staff can provide answers how to improve specific competencies and orientation. As for innovation, better competencies can push more innovation and keep the business growing even in a competitive business environment.

Entrepreneurship is critical for growing and energizing the economy, creating sustainable jobs, and improving the value of life while embracing societal needs. The research study intends to look into the Entrepreneurial competencies and orientation and how they help establishments to come up with Innovative entrepreneurship. Innovation is a primary factor of profitable and successful businesses, so it is beneficial to understand what it entails. Entrepreneurship can improve new and existing businesses. It can also develop products to improve and invigorate local communities and enhance customer experiences. Innovative entrepreneurs create business models to meet an organization's needs and improve its competitiveness in the market. Most entrepreneurs use innovative concepts to support creating these business models. They can use this motivation to design innovative strategies for business success.

Entrepreneurial competencies are higher-level, improvable characteristics entailing personality traits, skills,

and knowledge that bring about the ability to accomplish something through resources. Entrepreneurs are visionary, maverick, and risk-takers. Some of the tasks of entrepreneurs include product conceptualization, product launching, and product innovation. Entrepreneurial competencies also try to encapsulate the capacity of an entrepreneur to start and nurture an undertaking and effectively identify and combine various resources, such as Tangible and intangible resources (Gümüsaya & Bohnéc, 2018). On the other hand, Entrepreneurial orientation refers to the planned decision-making procedure that offers organizations a basis for entrepreneurial decisions and actions (Hartelina, 2016).

This study investigated how to improve the entrepreneurial competencies and Orientation of Entrepreneurs who venture into the business in the food industry and effectively become more innovative entrepreneurs. The study covers the CALABARZON region, focusing on the various food service establishments in the area. The CALABARZON region has housed many small and famous food service establishments and themed restaurants. The Customers of these restaurants range from residents to domestic and international tourists. The researcher redeveloped how Entrepreneurial competencies and orientation affect entrepreneurial innovations. This study would give us an idea of the level of Entrepreneurial competencies that is significant in reaching innovative entrepreneurship.

The study aimed to describe the Entrepreneurial Competencies and Orientation to know this relationship to improving innovation. The result of this study will upgrade business through innovative entrepreneurship, which is essential in restaurant businesses. This study evaluated the Entrepreneurial Competencies and Orientation toward Innovation Themed Restaurant in CALABARZON Region. Furthermore, this study determine the relationship between entrepreneurial competencies, Entrepreneurial Orientation, and Entrepreneurial Innovation and lastly propose an innovative entrepreneurship framework.

## 2. Methods

**Research Design** - This Research implores a descriptive-correlational study in which the food service employees are assessed on their entrepreneurial competencies, Orientation, and Innovation. This research design attempts to establish a relationship between two or more variables.

**Participants of the Study** - In this research study, 272 employees of Themed Restaurant in the CALABARZON region were the survey's primary respondents. The employees include the rank and file, supervisor, and managerial positions of both back and front of the House. The employees were assessed according to their Entrepreneurial Competencies, Entrepreneurial Orientation, and Entrepreneurial Innovations. The researchers also considered their entrepreneurial competencies and orientation. Owners have omitted aa respondents not to put some bias. The sampling technique adapted in this study was the sampling design was stratified random sampling with a replacement method. Each province had an equal chance of being selected as a respondent. Hence, those provinces that did not meet the target sample were replaced with other respondents. Most of the themed restaurant was closed due to the pandemic, and some refused to answer. The Locale of the study is Region IV-A regions are composed of 5 Provinces. This region is known for having an exciting and wide array of themed restaurants. A survey qualifier was included in the research questionnaire to ensure that only legitimate themed restaurants and respondents will be part of the survey. A total of 40 Themed restaurants in the CALABARZON area were part of the study.

**Data Collection Instrument** - The research data is being collected using a survey questionnaire which consists of four parts. The instrument's first page contains the respondents' letters explaining the study's objectives. Ethical considerations such as data privacy and confidentiality were also written. The survey questionnaire was adapted and modified from Pepple and Enuoh (2020) study entitled Entrepreneurial competencies the required skill for business performance. It comprises sub-variables such as strategic, conceptual, Relationship, Opportunity, organizing and leading, relationship, technical and personal. The instrument is used to assess the entrepreneurial orientation of food service establishments in terms of market

orientation, customer orientation, and competition orientation. It was an adapted and modified questionnaire from the study of Lee et al. (2016) entitled Drivers of success in independent restaurants: A study of the Australian restaurant sector. The entrepreneurial innovation of the food service establishments in terms of marketing, management, product, process, and service. The questionnaire was adapted from Chou et al. (2020) entitled “The critical criteria for innovation entrepreneurship of restaurants: Considering the interrelationship effect of human capital and competitive strategy a case study in Taiwan.” Another is from the study of Lee et al. (2016) entitled “Drivers of success in independent restaurants: A study of the Australian restaurant sector. It was also used as an additional indicator for innovative innovation entrepreneurship. The survey question is a total of 82 statements. It is labeled as 5-Extremely likely, 4- likely, 3-Moderately likely, 2-unlikely, and 1-Extremely unlikely. A five-point scale was designed to help respondents justify their likelihood perception of their entrepreneurial competencies. As for entrepreneurial Orientation and Innovation, a five-point scale was also designed, labeled 5 - Strongly Agree, 4 – Agree, 3 - Moderately Agree, 2 – Disagree, and 1- Strongly Disagree.

**Reliability and Validity of Instrument** - The statement in the survey questionnaire was partially modified to fit the study’s objectives. The final version of the questionnaire underwent content validation. The result of the content validation is presented and shown in Appendix B. Three industry experts in the Field of Hospitality reviewed the research instruments and suggested some modifications to the questionnaire. The result of reliability statistics showed that the computed Cronbach’s alpha value of 0.979 to 0.821 signifies that the instrument for Entrepreneurial Competencies has strong or excellent internal consistency. The research instrument for Entrepreneurial Orientation with 0.915 to 0.897 indicates that it is a good question. At the same time, the Innovations obtained a Cronbach’s alpha value of 0.0957 to 0.867, which signifies good in the rule of thumb.

**Data Gathering Procedure** - The data gathering procedure starts by sending a consent letter to participate in the survey. The respondents were notified of the themed restaurant by a formal letter through their FB page. After the consent letter is sent, the survey is sent through their official FB page or visit their establishments. The respondents were informed of the study’s objectives and the significance of the study results. Likewise, the researcher assured them that every aspect of the questionnaire would be treated with the highest degree of confidentiality. The survey questionnaire was distributed in the different provinces through google forms, face to face visitation in the different establishments in the region. It was very challenging since some of the establishments declined participation due to the busy operations of the store. Some reason why some establishments did not participate is that they needed to seek approval from the management. Restaurants were already closed due to the pandemic, which was not included.

**Data analysis** - Frequency and percentage distribution describe the demographic profile in terms of age, educational attainment, Field of specialization by subject area, position at work, years of work experience, and department. Weighted Mean and Rank were used to determine the Entrepreneurial competencies in strategic, conceptual, Relationship, Opportunity, organizing and leading, relationship, technical and personal. Weighted Mean and Rank were also used to determine the Entrepreneurial Orientation in market orientation, customer orientation, and competition orientation. Weighted Mean and rank were used to assess the Entrepreneurial Innovations in marketing, management, process, product, and service innovations. The result of the Shapiro-Wilk Test showed that the p-values of all variables are less than 0.05, meaning that the data set was not normally distributed. Therefore, the Kruskal Wallis test for more than two groups was used as part of the non-parametric tests to determine the significant differences. Likewise, Spearman rho was used to test the significant relationship. All analyzes were performed using SPSS version 26.

**Ethical Consideration** - The researcher sought permission from the cities that are part of the Research undertaking. Since there are plans to visit different restaurants, the permission is in line with the safety protocols of each province. The researcher wrote a letter to all the food service establishments that would be part of the survey. The researcher sought Informed consent from the participants that an individual voluntarily participates in Research. The rights of the respondents and the potential risks and harms, the data collection, management

and storage conditions, and the right of participants to withdraw from the Research were strictly observed. The confidentiality of participants and data is ensured by using a code system to identify participants and storing all data in a locked cabinet and a password-protected computer for a specified period. The researcher ensured the names of participants were not disclosed and utilized a code system to identify them during data collection, management, analysis, and the writing up of the Research. The researcher also sought the approval of the author to use their Published Journal. The request was sent through their email.

### 3. Result and Discussion

**Table 1**

*Assessment on the entrepreneurial competencies, orientation, and innovation*

Indicators		Interpretation	Rank
<b>Entrepreneurial Competencies</b>			
Strategic	4.54	Extremely likely	1
Relationship	4.49	Likely	2.5
Technical	4.49	Likely	2.5
Organizing and Leading	4.47	Likely	4.5
Conceptual	4.47	Likely	4.5
Opportunity	4.45	Likely	6
Personal	4.44	Likely	7
Composite Mean	4.49	Likely	
<b>Entrepreneurial Orientation</b>			
Customer	4.55	Strongly Agree	1
Market	4.54	Strongly Agree	2
Competition	4.53	Strongly Agree	3
Composite Mean	4.54	Strongly Agree	
<b>Entrepreneurial Innovations</b>			
Marketing	4.52	Strongly Agree	1
Management	4.51	Strongly Agree	2
Process	4.51	Strongly Agree	2
Product	4.51	Strongly Agree	2
Service	4.47	Agree	5
Composite Mean	4.50	Strongly Agree	

*Legend:* 4.50-5.00=Extremely Likely; 3.50-4.49=Likely; 2.50-3.49=Moderately Likely; 1.50-2.49=Unlikely; 1.00-1.49=Extremely Unlikely  
 4.50-5.00=Strongly Agree; 3.50-4.49=Agree; 2.50-3.49=Moderately Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

Table 1 presents the Assessment on the Entrepreneurial Competencies, Orientation, and Innovation/ Strategic Competency is one of the essential competencies now that the restaurant has faced a tremendous pandemic effect. As the competency ranked the highest, it was evident in the themed restaurants in the CALABARZON region to manage new strategies to improve the business. The restaurant industry was striving but could manage to surpass the challenges they faced for years now. Entrepreneurs should identify directions for the enterprises' development, set objectives, and plans, and execute the strategies. Strategic competencies entail entrepreneurs commanding the big picture, setting specific action goals, and effectively implementing the strategies to realize predefined goals (Yeh & Chang, 2018).

Meanwhile, in terms of Entrepreneurial orientations, customer (4.55) ranked highest, followed by market (4.54) and lastly, competition (4.53). All indicators under Entrepreneurial Orientation were interpreted as strongly agree. Customer orientation is likely the highest in rank since the restaurant business is a customer-oriented industry. It needs to focus on the needs and expectations of the guest. It is an excellent manifestation that the employees in the themed restaurant emphasize customer, which is the business's source of income and profit. It is essential to retain customer loyalty and satisfaction to maintain the business. Customer orientation is the priority for most restaurants which helps the restaurants to get better opportunities (Naing, 2019). Moreover, it was found in the study by Kim and Qu (2020) that customer-oriented employees can also yield better job performance. However, it also exhibits more organizational citizenship behavior. In the study by Pham Thi Phuong and Ahn (2021), Customer orientation is practical when companies increase employees' efficiency by enhancing their understanding of standardized organizational operations and service processes.

Lastly, as for Entrepreneurial innovations indicators, marketing innovations (4.52) ranked highest, followed by management, process, and product (4.51), and lastly, service (4.47). All indicators under Entrepreneurial innovations were interpreted as strongly agree except for services in which the respondents only agree. Marketing innovation is significant for the restaurant because it will help reach more clients. Creating a marketing innovation will sustain the connections to its customer. Marketing innovations include improving distribution channels, especially now that the restaurant industry is facing a pandemic. Many establishments are crossing to more aggressive marketing than the traditional one to capture their market. COVID-19 forces companies to apply and improve marketing innovations and innovate their business processes and services to be ready for the challenging impact of the pandemic. It was evident in the study of Najib et al. (2021) that applying marketing innovations effectively wins the competition. In the study of Lee et al. (2018), marketing innovations were the most implemented compared to management innovations, which were the least.

**Table 2**

*Correlation Between Paired Variables of Foodservice Businesses*

Paired Variables	rho-value	p-value	Interpretation
Entrepreneurial Competencies & Orientation	0.721**	0.000	Highly Significant
Entrepreneurial Competencies & Innovations	0.683**	0.000	Highly Significant
Entrepreneurial Orientation & Innovations	0.821**	0.000	Highly Significant

\*\* Correlation is significant at the 0.01 level

Table 2 describes the Correlation between paired variables of foodservice businesses. As reflected in the table, the computed rho-values ranging from 0.683 – 0.821 show a strong to a very strong positive correlation. Companies must work on assessing their employee’s competencies for improvement and elevate their employee’s entrepreneurial orientation. It is not only the competencies that must be improved in the employees but also their orientation with the entire business. The Company’s management must provide information about the customer, market, and management orientation for the employees to understand the Company’s background. The study of Wickramaratne et al. (2014); Nwachukwu et al. (2017) indicated that entrepreneurial competencies are positively related to Entrepreneurial Orientation and its dimensions. It also shows a statistically significant correlation between entrepreneurial competencies and entrepreneurial orientation ( $p=0.000$ ). Moreover, in the study by Sarwoko and Nurfarida (2018), it was stated that entrepreneurial orientation could be achieved if the entrepreneur has entrepreneurial competencies. It proves that entrepreneurs must improve their competencies to gain and improve entrepreneurial orientation.

It shows a strong positive correlation between entrepreneurial competencies and innovation ( $p=0.000$ ). Innovation is crucial for themed restaurants because of its unique features to entice the customers. Entrepreneurs must have the appropriate competencies to undertake innovative projects in the themed restaurant. SMEs are advised to broaden their competencies to move their businesses forward, or they are at risk of being left behind in today’s borderless global market. It was mentioned by Wickramaratne et al. (2014) that enhancing owner/manager entrepreneurial competencies would lead to innovativeness. It was also indicated in the study of Umar et al. (2018) that there is a positive and significant relationship between entrepreneurial competencies and innovation in business success. Restaurants must build these entrepreneurial competencies by adopting new techniques and innovations and changing deep-rooted systems Mohsin et al. (2017).

Lastly, there is a strong to a very strong positive correlation between entrepreneurial orientation and entrepreneurial innovations ( $p=0.000$ ). Themed restaurants should approve and implement entrepreneurial orientation in all the functional areas and regular activities. Entrepreneurial Orientation and Innovation can hasten the Company’s sustainable growth and performance improvement through the mutual relationship between leaders, and members of Themed restaurant are essential. Restaurant Managers will not be the only entrepreneurial agents and actors but also employees of the enterprise because this will increase the probability of getting a higher level of innovation. Entrepreneurial orientation plays a prominent role in creating an innovative organization. The study by Gomes et al. (2021) mentioned that the Entrepreneurial Orientation affiliation is conditioned by or dependent on innovation. Innovative companies with an Entrepreneurial

Orientation are more likely to achieve a competitive advantage. The results obtained by Solano-Romo et al. (2016) show a significant positive relationship between entrepreneurial Orientation and Innovation. The higher the entrepreneurial orientation of business establishments, the higher the innovation they will have in their product and service offerings, processes, and management systems.

Entrepreneurial Competency, Orientation, and Innovation since the capabilities and knowledge of the employees on the restaurant operations, people's character, its competitor, and company background can drive them into allowing them to see some changes and innovation for the Company. Based on the study's findings, the researcher came up with an Innovative Entrepreneurial Framework, whereas it was found that competency, orientation, and innovation are interrelated, as shown by the double arrow. Entrepreneurial competencies were represented by puzzles in which there are essential competencies to strengthen individual character that will be helpful in the improvement of the business. In this study, seven entrepreneurial competencies were included: conceptual, opportunity, organizing and leading, technical, personal, relationship, and Strategic competency was ranked the highest. However, there are possibly more missing puzzle pieces that can be added to the entrepreneurial competencies. During the pandemic, Strategic competency was essential for the restaurant businesses since the management team needed to strategize on how to survive the challenges of doing business pandemic. The pandemic severely hit the themed restaurant in the CALABARZON region. Many businesses' target markets are industrial parks, tourist destinations, offices, travelers, and motorists in the area. However, they strategize to keep their business afloat by looking for ways to improve the business, provide for its needs and satisfy its market.

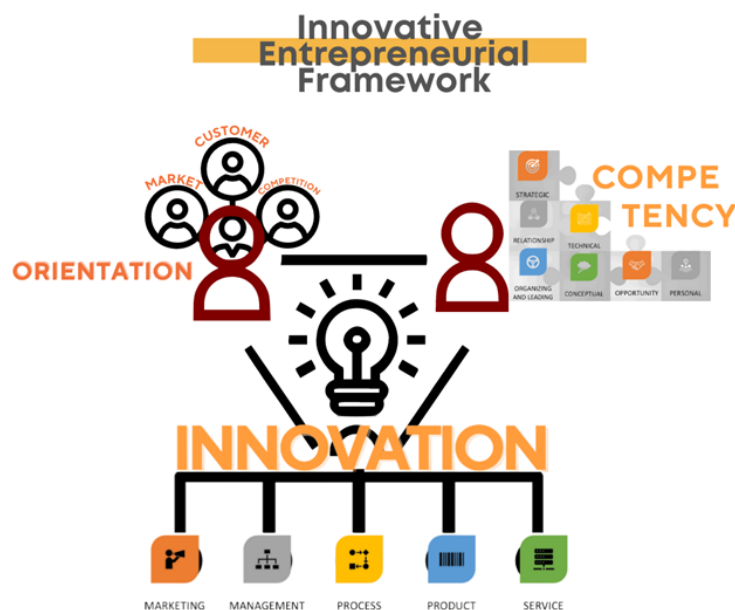


Figure 1. Innovative entrepreneurial framework

Entrepreneurial orientation was represented by the character "one persona" since this refers to the person's individuality and knowledge of the Company. Customer orientation was on the top of the illustration since being customer-oriented in a restaurant business is imperative. It was customer orientation ranked as the highest among the three entrepreneurial orientations. Safety and satisfaction are essential in the restaurant business to delight customers and exceed their expectations. The customer is expected to be well treated in providing the best customer service. Among the Demographic profile, the Field of specialization, educational attainment, and years of work have the most significant difference with entrepreneurial orientation

Entrepreneurial competencies must be achieved by the employee working in the restaurant. It improves the Entrepreneurial Orientation of the employees towards the Business and the Company. Among the Demographic

profile, the Field of specialization, educational attainment, age, position at work, and the department has the most significant difference in entrepreneurial competencies. A Defined entrepreneurial orientation and competencies are necessary for better performance ventures. An entrepreneur having the proper orientation can make the business successful. However, if an entrepreneur possesses the required competencies, the performance results of the business can be better.

Innovation was represented by a light bulb characterized by bright and exciting ideas that the business gains a competitive advantage over its competitors. Marketing was ranked the highest among the innovations. However, all innovations, including product, service, process, and management, must be considered equal. All innovations must be moved up in one parallel line so that the restaurant business will prosper in all aspects of innovation. With the right Entrepreneurial Competencies and Orientation of the employees, it will be easy to make changes and innovation. Entrepreneurial competencies can be a start-up and build ways for innovation. People with the right competencies know and can quickly adapt to the innovations that the Company would like to establish. The higher the competencies, the more to embrace innovation. The entrepreneurial orientation of employees is also vital to keep abreast with innovation. Employees who understand the Company signify that they are interested in it and can easily consider innovation. Entrepreneurial orientation not only deals with its internal background but also knows its competitors. The existing practices of the competitors must be reviewed and assessed to improve their operations.

Entrepreneurial orientation is viewed as a model of innovation. Moreover, it was established that entrepreneurial-oriented firms have higher levels of innovation. It was explained that enterprises that adopt an Entrepreneurial Orientation had seen improved innovations, Al-Hakimi Saleh and Borade (2021). On the other hand, it was discussed in the study of Kamuri (2021) that understanding and developing an entrepreneurial competence in creating entrepreneurs can improve venture performance. Creating leads to innovation, and the latter is indispensable to firm performance.

#### **4. Conclusion and Recommendation**

Innovation is affecting entrepreneurial restaurant performance. Entrepreneurial competencies, Orientation, and Innovation correlate with innovative entrepreneurial restaurants. Based on the results of this study, entrepreneurial orientation enhances and improves quality performance, bringing higher and sustainable financial, growing market, and brand performance. It confirms that enhancing operational performance through innovation in a competitive market becomes the key to innovators' survival and growth. In addition, innovative entrepreneurial restaurants have a relationship with Entrepreneurial competencies and orientation. Specifically, the findings contribute to the growing understanding of restaurant employees' entrepreneurial competencies and orientation. The second theoretical contribution of this Research is that it verified that the relationships among each variable of entrepreneurial competencies and entrepreneurial orientation are insightful for innovative entrepreneurial restaurants. This study also indicates that high entrepreneurial competencies and orientation may expand innovative thinking. Customers may be a valuable source of innovation that should be understood by restaurant businesses—to improve their employee's competencies. It is precisely on the various entrepreneurial competencies and entrepreneurial orientation.

Entrepreneurial orientation and competencies can create a long-standing performance for organizations. Improving and transforming restaurants' human resources by identifying their competencies and orientation in entrepreneurship may bring more innovations to meet consumer needs. The present research findings have several inferences for theory and practice, mainly for enhancing themed restaurants in CALABARZON. The theoretical contribution of this Research provides the latest insight and information on the restaurant sector. The restaurant industry in CALABARZON can be followed up on related studies in entrepreneurship, which make available more consistent data and interpretations in restaurant sector development.

The present study augments the entrepreneurship literature by providing pragmatic data on the relationship



between owner/managers' entrepreneurial competencies and Entrepreneurial Orientation and its dimensions. It reveals that entrepreneurial competencies are crucial for Entrepreneurial Orientation and, thereby, the success of business firms. The findings are essential to developing competent entrepreneurs similarly providing more resources and a positive environment. Consequently, these results propose that relevant parties such as educational and business practitioners should facilitate the entrepreneurs to develop their entrepreneurial competencies. Therefore, identifying perilous factors that enhance entrepreneurial competencies is advantageous and valuable for the government and the non-government sector in developing activities that strengthen entrepreneurship.

Further, identifying eloquent relationships between different competencies and Entrepreneurial Orientation and its scopes will allow a more focused approach and methodologies to designing entrepreneurial training programs. Also, the present study may provide insight for managers and staff of the themed restaurant to assess their level of entrepreneurial competencies. It may mitigate and assess the challenges and issues arising in the restaurant market that an entrepreneur in this market should be knowledgeable about.

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## Appendix: Questionnaire

### PART I. ENTREPRENEURIAL COMPETENCIES

Strategic Competencies	5	4	3	2	1
I can do strategic thinking that reflects the ability of the organization's leader to develop a future vision and take strategic action					
I can focus on taking some actions and decisions more strategically.					
I can have clear goals and an overall picture of where and how the firm will compete.					
I can formulate appropriate strategies and implement them to achieve the present goals.					
I can determine what the business will look like in the future.					
Conceptual Competencies	5	4	3	2	1
I can stimulate new thinking patterns, create values, and develop new ideas and concepts.					
I can think analytically and cope with uncertainty depending heavily on conceptual abilities.					
I can persist in the face of uncertainty					
I can work productively under continuous stress, pressure, and conflict					
I can encourage people to take responsibility for their ideas and decisions, regardless of the outcome.					
Opportunity Competencies	5	4	3	2	1
I can seek, develop, and assess high-quality opportunities available in the market.					
I can prompt creating organizations and embracing considerable risks to turn these opportunities into a positive outcome.					
I can engage in a continuous search for products and services that could add value for the buyers or end-users					
I can seize relevant opportunities and formulate a set of actions.					
I can discover new ways to improve existing products					
Organizing and leading competencies	5	4	3	2	1
I can take up a variety of tasks and handle different functional areas					
I can plan and organize various resources in the organization					
I can suggest that monitoring is essential in keeping the firm operating efficiently					
I can recruit and trains key employees					
I can develop a working environment that encourages people to try new things.					
Relationship competencies	5	4	3	2	1
I can deal with many people, including suppliers, customers, employees, government authorities, competitors, and other stakeholders.					
I can access information and other resources necessary for the organization.					
I can have an excellent relationship competency to advance in the business.					
I can identify and build management teams					
I can develop and maintain favorable relationships with potential investors.					
Technical competencies	5	4	3	2	1
I can use and adopt technical skills, including the techniques and tools handling which are relevant to the business					
I can process knowledge of instruments and the functioning of tools, machines, or research procedures and master tasks or work content.					
I can engage in functional roles to ensure that business-related tasks can be accomplished satisfactorily.					
I can use technical skills to create successful ventures.					
I can apply technology for internal management					
Personal competencies	5	4	3	2	1
I can help in building up personal strength and enhance individual effectiveness in performing specific challenging tasks					
I can carry out business and make a success of it.					
I can undertake any matters concerning their business venture					
I can tolerate unexpected changes in business conditions					
I can inspire others to embrace the vision and values of the business.					

### PART II. Entrepreneurial Orientation

Market Orientation	5	4	3	2	1
The restaurant is proactive in pursuing market opportunities					
The restaurant tracks industry trends in anticipation of future development					
The restaurant is willing to try new management, marketing, services, and produce technology					
The restaurant is aggressively maximized potential opportunities					

## Interrelationship of competencies, orientation, and innovation: Inputs for innovative entrepreneurial framework

The restaurant Support high-risk initiatives in anticipation of high returns					
Customer orientation	5	4	3	2	1
The restaurant creates business objectives that are driven primarily by customer satisfaction					
The restaurant is more customer-focused than our competitors					
The restaurant constantly updates our services and dishes based on customer feedback					
The restaurant seeks customer evaluation and feedback for improvement					
The restaurant has routine and regular measures of customer service					
Competition orientation	5	4	3	2	1
The restaurant derived the competitive advantage from our understanding of customer needs					
The restaurant is more customer-focused than our competitors					
The restaurant shapes competition barriers through Innovation					
The restaurant acts in anticipation of future problems, development, and changes					
The restaurant strategizes for competitive advantage based on the customer needs					

### PART III. Entrepreneurial Innovation

Marketing innovations	5	4	3	2	1
The restaurant adopted new sales methods to enhance performance					
The restaurant adopts one customer communication media					
The restaurant has significant changes to the aesthetic design or packaging of a product or service.					
The restaurant has new media techniques for product promotion, first-time use of a new advertising medium, a new brand image, introduction of loyalty cards,					
The restaurant has used new sales channels to sell your products or services					
Management innovations	5	4	3	2	1
The restaurant adopts new management methods to improve efficiency					
The restaurant is committed to developing new management methods to improve performance					
The restaurant practices new business procedures for organizing hygiene certification, Total Quality Management, supply chain management, and business reengineering.					
The restaurant processes knowledge management to better use or exchange information, knowledge, and skills within your business					
The restaurant has new ways of organizing staff responsibilities and decision making					
Process innovations	5	4	3	2	1
The restaurant provides efficient service processes through Innovation					
The restaurant implements new methods of producing products, such as the introduction of new cooking techniques					
The restaurant follows logistics, delivery, or distribution methods of products or services.					
The restaurant supports activities for business operations, such as new restaurant management software for billing, accounting, payroll, purchasing, inventory management, etc.					
The restaurant follows Environmental practices such as waste management systems, reuse and recycling programs, environmentally friendly packaging, and green energy solutions.					
Product innovations	5	4	3	2	1
The restaurant has new ways of pricing your products or services					
The restaurant often introduced new combination menus not previously offered on the menu.					
The restaurant changes the menu from time to time					
The restaurant is usually the first to find and introduce new products					
The restaurant is perceived as unique and special by our customers because of our main product					
Service Innovations	5	4	3	2	1
The restaurant introduced a new or modified customer service process.					
The restaurant introduced a new style of service					
The restaurant uses and applies technology in managing customer relationship					
The restaurant is usually the first to introduce an innovation in our market area					
The restaurant increases the return on investment and gives better financial performance through innovations					

