THE INFLUENCE OF LABOR RECRUITMENT, ENTREPRENEURSHIP TRAINING, ENTREPRENEURIAL ORIENTATION, AND ORGANIZATIONAL INNOVATION ON THE PERFORMANCE OF ENTREPRENEURS WITH ENTREPRENEURIAL COMMITMENT AS THE INTERVENING VARIABLE

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ABSTRACT

This research examined and analyzed the performance of embroidery entrepreneurs in Aceh in five regencies consisting of embroidery entrepreneurs in Banda Aceh, Aceh Besar, Bireun, Lhokseumawe, and West Aceh. The sampling method used was Proportional Stratified Sampling, which then carried out random sampling in each city or district and obtained 198 embroidery entrepreneurs. This research used AMOS Structural Equation Model (SEM) as a tool for data analysis. The results revealed that Labor Recruitment, Entrepreneurship Training, and Entrepreneurial Orientation positively influenced Entrepreneurial Commitment and Entrepreneur Performance. Meanwhile, organizational innovation had no positive influence on entrepreneurial commitment and Entrepreneur performance. The entrepreneurial commitment acted out as the intervening variable mediated the relationship between labor recruitment and Entrepreneur Performance (Fully Mediated). The entrepreneurial commitment did not act as an intervening variable and did not mediate the relationship between entrepreneurial training and Entrepreneur Performance (Partially Mediated). The entrepreneurial commitment did not act as an intervening variable and did not

	mediate the relationship between entrepreneurial orientation and Entrepreneur Performance (Partially Mediated). The entrepreneurial commitment did not act as an intervening variable and did not mediate the relationship between organizational innovation and Entrepreneur Performance (Non-Mediated).
KEYWORDS	Labor Recruitment, Entrepreneurship Training, Entrepreneurial Orientation, Organizational Innovation, Entrepreneurial Commitment, and Entrepreneur Performance

INTRODUCTION

Human Resources as human capital in a country like Indonesia needs to carry out activities related to entrepreneurship that can encourage the community's economy and the development of an area by utilizing existing resources. Activities in Human Resource Management are closely related to planning to become entrepreneurs starting from recruitment and training to performance either individually or in an organization. As the Entrepreneurship business grows, Human Resources practices need to be more formal, complex, systematic, and methodical, and disbursement of authority to subordinates aims to achieve effective results (Bratton & Gold, 2017; Rauch et al., 2005; Vega et al., 2011). So, the Resource Management process plays a substantial role in carrying out entrepreneurship activities effectively and efficiently.

The development of Micro, Small, and Medium Enterprises (MSMEs) in Indonesia continues to increase from year to year, and it has attracted the attention of the Government of Indonesia to continue to support MSMEs by assisting entrepreneurs in terms of capital and skills. The ASEAN Economic Community (MEA) or others for ASEAN Economic Community (AEC) inevitably forces MSME actors in Indonesia to be ready and brave to compete against foreign products entering the Indonesian market. It is inseparable from the well-performance of Entrepreneurs in every business operating in the community.

The increase in productivity of Human Resources (HR) surely can increase the income ratio of an area. For this reason, it is necessary to continuously develop human resources so that their productivity can be sustainable. Human resources development in an area can be seen and developed from various businesses that have local wisdom and economic value.

One of the economic values of a region appears in the embroidery business, which is a cultural heritage obtained from economic activities from generation to generation. Small family businesses represent small-scale economic activity and the results of entrepreneurial ambition and family involvement. It means that emotional will and commitment go hand in hand with calculative judgment. The embroidery business is an activity that has economic value if it can survive and develop and is also an activity generally carried out from generation to generation.

In the production process, it requires hand-made. As a small business, the growing business process needs more serious attention for its development. This Embroidery business may disappear or no longer be a job if the Human Resources involved in that field have switched from embroidery business to other activities, such as Embroidery

Entrepreneurs who also work in the City as laborers or workers. It can happen if the Embroidery business cannot produce proper welfare for the entrepreneurs.

The development of the creative economy in Aceh has so far been considered not optimal, even though various products from the food industry, handicrafts, arts, and others in the creative economy group in Aceh have existed since the Iskandar Muda Kingdom. One of them is the Aceh Embroidery Business, which generally has passed on from generation to generation. This Embroidery Business may disappear if more and more people leave or no longer try in the Embroidery Business field. For this reason, researchers consider it substantial to look at the factors that can maintain and improve the performance of Embroidery Entrepreneurs in Aceh.

Urata in (Hani et al., 2012) emphasized that small businesses significant play roles as the primary players in economic activities, employer opportunities providers, and important players in local economic and community development, market creation and innovation through its dynamic flexibility and sensitivity as well as its relationship with several companies, and as contributors to increasing non-oil and gas exports. Those points can be supported by the skills of entrepreneurs in improving their business performance.

Performance is the quantity or quality of works of individuals or groups in the organization in carrying out tasks and functions based on norms, criteria for standard operating procedures (SOPs), and predetermined or applicable measures (Lumpkin & Dess, 1996). This research considers the performance of entrepreneurs as job creators, not a job seeker.

As businesses grow and develop, HR practices must be more formal, complex, systematic, and methodical, and disbursement of authority to subordinates is carried out to achieve effective results (Bratton & Gold, 2017; Rauch et al., 2005; Vega et al., 2011). Thus, the Human Resource Management process acts as a support to carry out Entrepreneurship activities effectively and efficiently (Covin & Slevin, 1991). Entrepreneur performance is part of Human Resources and a term of job performance or cctual performance, which is a work achievement that will be achieved by an entrepreneur.

(Ahmed et al., 2015) defined "performance" as the results of work functions (activities of a person) in an organization, which are influenced by various factors to achieve organizational goals within a certain period.

Improving the performance of embroidery entrepreneurs must be a concern of various related parties to have a wider influence in society. This improvement needs to be carried out continuously and comprehensively to avoid the loss of a product, which is a local cultural product obtained from generation to generation. If it is well developed, it can absorb a lot of labor and is an effort to improve community welfare.

The number of workers in Aceh currently reaches 2.354 million people, and the population of Aceh who works in various Government and Private Organizations reaches 2,200 million people, with the unemployment rate in Aceh reaching 5.53%. In addition, Aceh is one of the provinces with the highest unemployment rate, which is ranked seventh compared to other provinces, even below West Papua Province.

This condition requires the attention of the Aceh government in overcoming the unemployment problem by strengthening small and medium scale industries, which are currently starting to decrease in number, especially embroidery businesses. In all districts and cities, the development of this industry tends to be slow and decline. This industry can absorb skilled labor generally obtained from generation to generation from the community if it is developed well. So, it is necessary to strengthen Human Resources to strengthen the performance of Embroidery Entrepreneurs in Aceh.

RESEARCH METHOD

Location and Object

The location of this research was Aceh, and the object was Acehnese Embroidery Entrepreneurs. The variables studied consist of Labor Recruitment, Entrepreneurship Training, Entrepreneurial Orientation, Organizational Innovation, Entrepreneurial Commitment, and Entrepreneur performance.

Population and Sample

The population is all elements, scores, people, sizes, and others (Kurniullah et al., 2021). The population in this research amounted to 805 Acehnese Embroidery Entrepreneurs, while the sample used amounted to 198 samples taken using Random sampling. The sampling method used was Proportional random sampling.

Data Collection Method

This research used primary data obtained by distributing questionnaires to respondents. Also, it used secondary data from documentation taken from institutions, such as the Central Bureau of Statistics, the Industry and Trade Office of Aceh Province, textbooks, and articles related to research variables.

Data Analysis Techniques

There were two stages of data analysis in this research. First, analyzing the data for instrument testing, with validity and reliability consisting of Bivariate Correlation and Reliability Analysis, and second, testing the data to answer the hypothesis using descriptive analysis and verification. The descriptive analysis consisted of descriptive analysis and t-tests. Meanwhile, the tool used for the verification analysis technique was the Structural Equation Model (SEM).

Validity and Reliability Test Design

Validity and reliability testing is the accuracy test of the data collection tool or questionnaire used. The validity test of this instrument was carried out using SPSS (Software Statistical Package for Social Science) software version 20. The reliability test used in this study was the Cronbach Alpha Coefficient. A construct or variable is said to be reliable if the value of Cronbach Alpha (α) > 0.60 (Ghozali, 2018)

Hypothesis Test Design

This research used two hypothesis testing. The first test was descriptive hypothesis tests, and the second was verification hypothesis tests (to answer Hypotheses 2 to 9). This research used the Structural Equation Model (SEM). The first step for developing the SEM model was the development of a theoretical model, and the second step, the theoretical model built in the first step, was described in a path diagram (including the operation of the AMOS 21 program and earlier versions), as shown in the figure below:
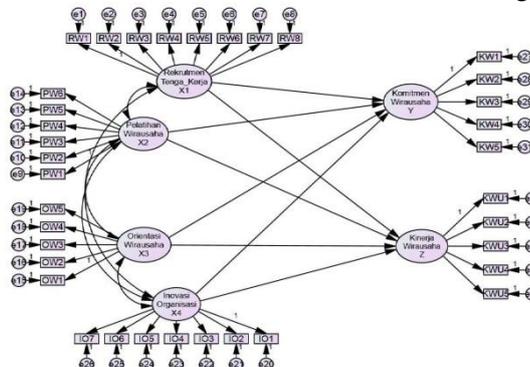

Figure 2.2 Path Diagram (Full Model)

Converting Path Diagram into Equation

After the theoretical model was developed and described in a flowchart, the researcher converted the model specifications into equations consisting of:

First, structural equations to express causality between various constructs was built with the following guidelines:

KW=b1OW+b2IK+b3RW+b4PK+z1… (1)

KI=b1OW+b2IK+b3RW+b4PK+b5KW+b6KWU +z2… (2)

Explanation:

KWU = Entrepreneur performance

KW = Entrepreneurial Commitment

RW = Labor Recruitment

PK = Entrepreneurship Training

OW = Entrepreneurial Orientation

IK = Organizational Innovation

b1-b5 = Coefficient Estimation

z1-z2 = *Error Term* (residual)

The second was a measurement model to determine which variable measures which construct, and determine a series of matrices showing the hypothesized correlation between constructs or variables.

RESULT AND DISCUSSION

Results

1. Validity and Reliability Tests

Validity Test

In SEM, validity testing is carried out by analyzing the Average Variance Extract value where the acceptable Average Variance Extract value is at least 0.5 (Walter et al., 2006). Based on the above calculation, the Average Variance Extract (AVE) value for all latent constructs was > 0.5. So, it concluded that there was good convergent validity for all latent constructs.

Reliability Test

The concept of reliability in SEM is known as the value of Construct Reliability (CR). The minimum reliability value of the dimensions/indicators forming the latent variable to be accepted is 0.70 to determine the value of Construct Reliability (CR) (Ghozali, 2008). Based on the above calculation, the value of Construct Reliability (CR) for all latent constructs was > 0.7. So, it concluded that all latent constructs were reliable or met the reliability test.

1. Structural Equation Modeling (SEM)

Sample Size

The SEM model contains six forms, and each form has more than three items (observable variables). If the commonality of each resulting item is > 0.6, it can be estimated with a sufficient sample of 200-500 samples. The samples used in this research were 198. So, it concluded that the model met the sample size assumption.

Data Normality

Normality can be tested by looking at the histogram image of the data or can be tested by statistical methods. In this study, evaluation of normality was carried out using the criteria of critical ratio skewness and Curtusis value of ± 2.58 at the significance level of 0.01. The data can be concluded to have a normal distribution if the value of the critical ratio for Skewness and Kurtosis has an absolute value between -2.58 to +2.58. Based on the calculations, it showed that the Critical Kurtosis Ratio had an absolute value between

less than – 2.58 to +2.58, both Univariate and multivariate. Thus, it concluded that the data used was normally distributed.

Outlier

Extreme numbers (outliers) are observations that appear with univariate or multivariate extreme values because of their unique combination of characteristics. Abnormal Data is much different from other observations. In this study, the outlier data test used the univariate Mahalanobis Distance test by comparing the values of p1 and p2. Multivariate outliers test can be done with the Mahalanobis Distance (d2) statistic, which has a chi-square (x2) distribution with degrees (df) of observation variables (p). Mahalanobis Distance (d2) value of observation data was higher than chi-square (x2) with a degree of freedom (df) of observation variable p and a significance level of <0.001. So, the data was a multivariate outlier.

a. Univariate Outliers

Testing for the presence or absence of univariate outliers is conducted by analyzing the standardized value (Z-score) and the research data used. If Z-score value is in the range $\geq \pm 3$, it will be categorized as Univariate outliers. The results of the univariate outlier test showed that the Mahalonabis values for P2 were all above 0.5, which indicated that the data were free from outliers. Furthermore, in the multivariate test, the highest Mahalanobis d-squared value was 47.721, and the lowest was 24.284 or below 52.619. Thus, it concluded that the data were free from outliers, both univariate and multivariate.

b. Multicollinearity and Singularity Tests

The model can be theoretically identified but cannot be solved because of empiric problems, such as high multicollinearity in each model or path estimates approaching 0 in non-recursive models. The multicollinearity assumption requires no perfect or significant correlation between the independent variables. Because all SEM model variables have been assigned a metric of 1, then all standardized regression weights must be within the range of plus or minus 1. In this study, the value of the Determinant of the sample covariance matrix was used to see multicollinearity and found that the value of the Determinant of the sample covariance matrix was far away from 0.000. So, it indicated that there was no multicollinearity between variables. The calculation results showed that the value of the Determinant of the sample covariance matrix was 35,415, which was far from 0.000. It concluded no symptom of data multicollinearity in this model or free from data multicollinearity.

2. Conformity and Statistical Tests

The model suitability indices used are the same as in the confirmatory factor analysis. SEM model testing is intended to see the suitability of the model. Based on the results, the Chi-Square value was 275.794, and the probability was 0.239. It indicated that the null hypothesis could not be rejected. So, it revealed no difference between the sample covariance matrix and the estimated population covariance matrix. In addition, the other feasibility indices were also within the expected value range. So, this model can be accepted.

2. Hypothesis tests

If the probability (P) is < 0.05, the model will be accepted (there is an influence between variables), and Vice-versa.

a.   The Influence of Labor Recruitment, Entrepreneurial Training, Entrepreneur Orientation, and Organizational Innovation on Embroidery Entrepreneurial Commitment in Aceh.

The results of the first stage of Hypothesis Tests were listed below:

H1: Labor recruitment positively influenced entrepreneurial commitment

The testing results of the estimation parameters on the effect of labor recruitment on organizational innovation showed a CR value of 2.640 with a probability of 0.008. The probability value was < 0.05 and accepted the model. Based on the results of testing the estimation parameters on the effect of labor recruitment on entrepreneurial commitment, the first hypothesis (H1) was accepted. The standardized coefficient value was 0.228, indicating that labor recruitment positively influenced entrepreneurial commitment by 0.228. Therefore, labor recruitment positively and significantly influenced entrepreneurial commitment, and in line with the research of (Ekwoaba et al., 2015).

H2:   Entrepreneurship training positively influenced entrepreneurial commitment

The estimation parameters test results for the effect of entrepreneurship training on entrepreneurial commitment showed a CR value of 2622 with a probability of 0.009. The probability value was < 0.05, and the model was accepted. The estimation parameters results for the effect of entrepreneurship training on entrepreneurial commitment revealed that the second hypothesis (H2) was accepted. The standardized coefficient value obtained was 0.182, which indicated a positive influence of entrepreneurship training on entrepreneurial commitment by 0.182. Therefore, entrepreneurship training positively and significantly influenced entrepreneurial commitment, and this result was in line with research by (Mahmood et al., 2016a)

H3:   Entrepreneurial Orientation Positively Influenced Entrepreneurial Commitment

The test results of the parameter estimation of the influence of entrepreneurial orientation on entrepreneurial commitment show a CR value of 2.101 with a probability of 0.036. The probability value shows < 0.05. So, the model is accepted. Based on the test results of the parameter estimation of the influence of entrepreneurial orientation on entrepreneurial commitment, the third hypothesis (H3) was accepted with a standardized coefficient value of 0.221 and indicated that entrepreneurial orientation positively and significantly influenced entrepreneurial commitment, such as research conducted by (Mayuran, 2016)

H4:   Organizational Innovation positively influenced Entrepreneurial Commitment.

The results of testing the estimation parameters on the influence of organizational innovation on entrepreneurial commitment showed a CR value of -0.306 with a probability of 0.759. Because the probability value was > 0.05, the model was rejected. Based on the testing results, the estimation parameters on the effect of organizational innovation on entrepreneurial commitment, the fourth hypothesis (H4) was rejected with a standardized coefficient value of -0.024 and indicated that organizational innovation did not influence entrepreneurial commitment. The results of this study strengthened the research by (Mahmood et al., 2016b)

H5:   Labor recruitment positively influenced Entrepreneur performance.

The test results of the estimation parameters on the effect of labor recruitment on Entrepreneur performance showed a CR value of 0.2471 with a probability of 0.013. The probability value was < 0.05, and then the model was accepted. So, the Fifth Hypothesis (H5) was accepted with the standardized coefficient value of 0.217. It revealed that labor recruitment positively and significantly influenced Entrepreneur performance, and this supported the research by (Sarinah et al., 2016)

H6:   Entrepreneurship Training positively influenced Entrepreneur performance

The results of estimation parameters tests on the effect of Entrepreneurship training on Entrepreneur performance showed a CR value of 2.318 with a probability of 0.020. The probability value was < 0.05, and the model was accepted. Based on the results, the sixth hypothesis (H6) was accepted with a standardized coefficient value of 0.225. It indicated

that entrepreneurial training positively influenced Entrepreneur performance with the significance of 0.225, and supported by the research of (Yiing & Ahmad, 2009)

H7:   Entrepreneurial Orientation Positively Influenced Entrepreneur performance

The test results of the parameter estimation of the influence of entrepreneurial orientation on Entrepreneur performance showed a CR value of 2.534 with a probability of 0.011 <0.05. So, the model was accepted, and the seventh hypothesis (H7) was accepted with a standardized coefficient value of 0.196. It indicated that Entrepreneurial Orientation positively and significantly influenced Entrepreneur performance and supported by the research of (Gordon & DiTomaso, 1992a)

H8:   Organizational Innovation Positively Influenced Entrepreneur performance

The test results of the parameter estimation for the influence of organizational innovation on Entrepreneur performance showed a CR value of -1.019 with a probability of 0.308. The probability value was > 0.05, and the model was rejected. The estimation parameters results for the effect of organizational innovation on Entrepreneur performance showed that the eighth hypothesis (H8) was rejected. The standardized coefficient value was -0.080, indicating a positive influence of organizational innovation on Entrepreneur performance by -0.080. Therefore, organizational innovation had no positive and significant effect on Entrepreneur performance, and in line with(Gordon & DiTomaso, 1992b; Miller & Friesen, 1982)

H9: Entreprenerial Commitment positively influenced Entrepreneur performance

The results of the estimation parameters test on the effect of entrepreneurial commitment on Entrepreneur performance showed a CR value of 1.972 with a probability of 0.049 <0.05, then the model was accepted, and the ninth hypothesis (H9) was accepted with a standardized coefficient value of 0.179. It indicated that entrepreneurial commitment positively and significantly influenced Entrepreneur performance and supported the research conducted by (Mostafa et al., 2005)

H10:   Labor recruitment affected Entrepreneur performance through entrepreneurial commitment

The results indicated that labor recruitment directly influenced Entrepreneur performance with a standardized coefficient value of 0.217. Meanwhile, the indirect effect was 0.041. So, the total effect was 0.258. Because the total effect was higher than the direct effect, it concluded that entrepreneurial commitment had a significant role in mediating the influence of labor recruitment on the performance of Embroidery Entrepreneurs in Aceh. Furthermore, it concluded that labor recruitment positively influenced Entrepreneur performance through the mediation of entrepreneurial commitment with a significant level of influence of 0.041.

H11:   Entrepreneurship training influenced Entrepreneur performance through Entrepreneurial Commitment

The results showed that entrepreneurship training directly influenced entrepreneur performance with a standardized coefficient value of 0.225, while the indirect effect was 0.033. So, the total effect was 0.258 or higher than the direct effect, which indicated that entrepreneurial commitment had a significant role in mediating the effect of entrepreneurial training on the performance of Embroidery Entrepreneurs in Aceh. Furthermore, it also showed a positive influence of entrepreneurship training on entrepreneur performance through the mediation of entrepreneurial commitment with the influence strength of 0.033. Thus, H11 was accepted.

H12:   Entrepreneurial Orientation affected Entrepreneur performance through Entrepreneurial Commitment

Figure 4.7 indicated that Entrepreneur performance was directly affected by entrepreneurial orientation with a standardized coefficient value of 0.196. Meanwhile, the

indirect effect was 0.040. So, the total effect was 0.236 or higher than the direct effect, which revealed that entrepreneurial commitment had a significant role in mediating the influence of entrepreneurial orientation on the performance of embroidery entrepreneurs in Aceh. Furthermore, there was a positive influence of entrepreneurial orientation on Entrepreneur performance through the mediation of entrepreneurial commitment with an influence level of 0.040. Thus, H12 was accepted.

H13: Organizational innovation influenced Entrepreneur performance through entrepreneurial commitment

Organizational innovation directly Entrepreneur performance with a standardized coefficient value of -0.080, while the indirect effect was -0.004, and the total effect was -0.084 or lower than the direct effect. It revealed that entrepreneurial commitment did not significantly role in mediating the effect of organizational innovation on embroidery entrepreneurs' performance in Aceh. Furthermore, organizational innovation did not positively influence Entrepreneur performance through the mediation of entrepreneurial commitment with the influence level of -0.004. Thus, H12 was rejected.

Discussions

Based on research conducted on the Embroidery Business in Aceh, the results revealed that:

1. Labor recruitment, Entrepreneurship Training, Entrepreneurial Orientation, and Organizational innovation positively influenced Entrepreneurial commitment. Labor recruitment used indicators consisting of reliability, ease of application, important role, reducing risk, recruitment according to needs, the usefulness of recruitment, increasing profits, and economic benefits in the embroidery business in Aceh. Based on the average value of the labor recruitment variable of 3.09, the labor recruitment was in the category of disagreeing.

2. The results showed that labor recruitment positively and significantly influenced organizational innovation with the P-value of 0.008 <0.05. (Brown et al., 2011) claimed that labor recruitment significantly influenced the success of any organization and functions as the heart of employee commitment that indirectly affects organizational performance. The recruitment process provides an opportunity for the organization to gain in-depth insight into the skills and competencies of any employee who is part of the organizational culture. Besides, it also offers the same opportunity for evaluation to newcomers. In this way, a synergistic relationship has been developed and will increase the commitment of employees and the organization.

3. Entrepreneurship training used several indicators, consisting of customer service, marketing, business record keeping/bookkeeping, quality maintenance, financial management, and personal management. The mean value of entrepreneurship training was 3.52 and indicated less agree.

The results showed that entrepreneurship training positively and significantly influenced organizational innovation with the P-value of 0.009 <0.05. Ahmed and Bakar (2003) supported that training plays a significant role in increasing organizational commitment. Also, training is the way to develop employee skills and consequently contribute to commitment as an influencing factor in the workplace (Bilisbekov et al., 2021). In summary, it is axiomatic that many studies support that training positively influences employee commitment.

4. The entrepreneurial orientation studied in this study used taking risks, innovating, being proactive, competitive, and aggressive, and autonomy in the embroidery business in Aceh as indicators. Based on this, the mean value of the entrepreneurial orientation had an average value of 3.13. It can explain that the entrepreneurial orientation was in the category of disagreeing. The results showed that entrepreneurial training positively and significantly influenced organizational innovation with P-value: $0.036 < 0.05$.

5. The indicators used to examine organizational innovation were product development, new services, new or integrated production, distribution or delivery methods, work procedures, policies, and new organizational forms. Based on the average value of 3.11, the organizational innovation variable was in disagreeing category. The results showed that organizational innovation had no positive and significant effect on the performance of customer entrepreneurs with the P-value of $0.759 < 0.05$. Marques (2014) asserted that it is hard to use open resources because the essence of open innovation is to share information, but it can be associated with knowledge sensitivity, which leads to commercialization and technological difficulties. Furthermore, Arigo (2012) argues that innovation is open to the use of knowledge inflows and outflows among multiple partners to accelerate innovation.

In short, open innovation emphasizes the importance of harnessing knowledge from the external environment and transforming it into innovative processes, products, and services. Ebert (2007) also states that open-source drives innovation. Recent empirical studies by several experts Reed and Barness (2012), Martinez et al. (2014), Baldwin and Hippel (2010) showed that open innovation supports the creation of competition. Profits can be generated through investment in innovative designs to maintain performance.

6. To examine entrepreneurial commitment, the indicators used were loyalty to the organization, concern for the organization, pride in being part of the organization, accepting work, and inspiring organizations. When viewed from the mean value of the entrepreneurial commitment variable, the entrepreneurial commitment has an average value of 3.21. So, it can explain that the entrepreneurial commitment variable was in the category of disagreeing. The results showed that entrepreneurial commitment positively and significantly influenced the Entrepreneur performance of embroidery in Aceh, customers P-value: $0.049 < 0.05$. This research supports the research by Kamarul Zaman Bin Ahmad (2009) that affective commitment is the primary commitment component affecting Entrepreneur performance and passion in pursuing goals, inherited and positive values. Also, possession of an exceptional personality was found to positively influence the aspirations of successful entrepreneurs to face unpredictable challenges and failures. It shows how important it is to understand the mindset of successful entrepreneurs, especially on the factors that contribute to high levels of commitment.

7. Labor recruitment affected Entrepreneur performance through entrepreneurial commitment. Mahmood et al. (2016) found that the recruitment process significantly influenced employee commitment and affected the relationship between the type of employee commitment and the company supply chain performance. The recruitment process is at the heart of employee commitment that indirectly affects their performance. (Ekwoaba et al., 2015) found that a significant correlation between effective recruitment and selection is the key to organizational commitment, while well-planned recruitment and selection contribute to good performance. Conversely, poor recruitment and selection can lead to a poor selection process of applicants.

8. Entrepreneurial training affected Entrepreneur performance through entrepreneurial commitment. It is in line with Mayuran's research (2016) which explains that entrepreneurship training is designed to develop skills, knowledge, and a firm attitude to its establishment that allows entrepreneurs to start new businesses or expand existing

businesses. Besides, it is also a determinant of the growth of a company. Entrepreneur performance depends on some factors, including internal and external factors. Entrepreneurship training is an internal factor that influences Entrepreneur performance.

9. Entrepreneurial orientation influenced Entrepreneur performance through entrepreneurial commitment. (Simon et al., 2011) claimed that the relationship between Entrepreneurial Orientation (EO) and performance was moderated by various factors, such as commitment. In particular, experts have called for research examining whether commitment can increase the effectiveness of entrepreneurial orientation and can help companies overcome barriers associated with Entrepreneurial Orientation. Entrepreneurial commitment fully mediated the relationship between entrepreneurial orientation and Entrepreneur performance.

10. Organizational innovation did not influence Entrepreneur performance through entrepreneurial commitment. It is in line with the research of (Barrère, 2013) that to encourage employees to demonstrate innovative work behavior, high commitment to HR practices is an interesting thing. If employees perceive the organization to be committed and supportive, they will have better performance.

CONCLUSION

This research has concluded several conclusions as follows: Labor recruitment, Entrepreneurship training, Entrepreneurial Orientation positively influenced Entrepreneurial commitment. Organizational innovation did not positively influence entrepreneurial commitment and performance. Labor recruitment had a positive effect on the performance of embroidery entrepreneurs in Aceh through entrepreneurial commitment. Entrepreneurship training positively influenced the performance of embroidery entrepreneurs in Aceh through entrepreneurial commitment. Entrepreneurial orientation positively influenced the performance of embroidery entrepreneurs in Aceh through entrepreneurship commitment. Organizational innovation did not positively influence the performance of embroidery entrepreneurs in Aceh through entrepreneurial commitment.

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