

The Mediating Role of The Business Value and An Organizational Performance

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Abstract: This study examines the mediating role of the knowledge management in SMEs and the human resource-based entrepreneurship between an organizational performance and business value. This research was collected responses using a questionnaire from a sample of 223 business doers SMEs in Indonesia. Structural Equation Modeling AMOS is used to analyzed data collected. The findings show that the direct influence of the knowledge management on business value higher than an organizational performance. The results show that the knowledge management and the human resource-based entrepreneurship mediate the relationship between explicit knowledge, tacit-knowledge and the business value stronger than an organizational performance. The good entrepreneurial spirit that refers to management-based entrepreneurship and supported by adequate the knowledge management, it will be easy to manage a business value and improve an organizational performance.

Keywords: Business Value, An Organizational Performance, Resource Based Entrepreneurship, Knowledge Management

1. Introduction

The shift in the foundation of organizational competitiveness is currently seen in physical and tangible resources into knowledge. Many organizations are increasingly viewed as knowledge-based enterprises in which formal the knowledge management (KM) is essential (Yew Wong, 2005). KM is a process stage to help workers increase their creativity and ability to create business value which includes organizational design and operational principles, implementation processes, organizational structure forms, availability of applications and technology. (Gurteen, 1998). Knowledge to represent know-how, expertise, tradecrafts, skills, explicit knowledges, intuitions, and insights. A powerful ingredient in the success of organizations (Desouza, 2006). Knowledge has been emerged as a major concept within the business and organizations started to view knowledge as one of their most valuable strategic resources, one which had to be managed effectively to generate a sustainable competitive advantage (Bagnoli, 2012). Many researchers believed that the most valuable knowledge was the tacit knowledge existing inside people mind, augmented or shared via interpersonal interaction and social relationships. Therefore, the knowledge management initiatives had to deal with organizational cultures, forms, and reward systems to enhance those social relationships (De Long, 1997).

However, the relationship between the knowledge management and the human resource-based entrepreneurship, even though often discussed, has rarely been the object of empirical investigations. Study found that the firm has to offer higher value to consumers and better perform against competitors, its The knowledge management approach should reflect its strategy (Zainun Tuanmat & Smith, 2011). According to many researches the characteristics of specific the knowledge management infrastructure (i.e., technology, structure, and culture) or processes (i.e., acquisition, socialization, combination, externalization, etc.) seem to be associated with an organizational performance (Avery, Brooks, Brown, Dorsey, & O'Conner, 2001).

2. Theoretical Background

2.1. Business Value

Owner demographics, home-based status, and franchise status, franchise status are 4 characteristics of businesses in SMEs. What is meant by business, however, is not an agreed-upon idea. The definition of a business includes a sole proprietor of a business, a corporation, a public company, self-employed, business location, parent company including branch locations - all are entitled to the title "business". different types of business can be described in: businesses with employees (employers) and businesses without employees (non-employers) (Headd & Saade, 2008). Business activities are closely related to creating value and how the action returns from that value, and the model as a representation of that reality. In order to create and capture value can reflect the two basic functions that all organizations must perform in order to survive over long periods of time. The way a company can successfully create substantial value is by doing things differently from its competitors. This can be done by developing core competencies, capabilities, and position advantages that are different from competitors (Shafer et al., 2005)

2.2. An organizational performance

Researchers have described an organizational performance as a protective term for all concepts that take into account the success of a company and its activities (Zumitzavan, 2015). By creating different

organizational goals in running its business; Therefore, the goals and levels of an organizational performance can vary (Fan D, 2014). An organizational performance is the ability of organizational resources to work towards goals or how much effort is made to achieve the expected results (Stefan, 2005), achieve organizational goals, increase reason, satisfy customers and improve internal processes (Redshaw, 2001).

Marr (2006) recommending a learning environment in the organization. Kaplan and Norton (1998) suggest that top managers are the key between organizational learning and an organizational performance to strengthen the learning environment in organizations. The knowledge management process: the process steps for obtaining, assessing, disseminating, exchanging, and applying knowledge to work effectively. (Tongsamsi & Tongsamsi, 2016).

2.3. *The knowledge management in SMEs, The Business Value and an organizational performance*

The difference between an organizational knowledge management and the personal knowledge management, is that an organizational knowledge management is oriented towards achieving company profitability and competitiveness, while the personal knowledge management (PKM) is related to one's own effectiveness, competence and success (Gizaw, 2017). SMEs will be successful if they are able to manage their knowledge well (Desouza, 2006). In other words, organizational success in increasing knowledge will be able to achieve increased efficiency in operations, innovation, customer service, the ability to develop a vision for the future, growth and future business patterns. (Bagnoli, 2012) stated that corporate the knowledge management is closely related to the knowledge management strategies and sustainable competitive advantage in an organization. Competitive knowledge management is needed to support the superiority of SMEs over traditional resources. SMEs must try to apply the knowledge management in achieving goals effectively and efficiently (Desouza, 2006).

In facing competition, SMEs owners need knowledge and competence to compete. The success and failure of the knowledge management in organizations depend on the implementation of the knowledge management in recognizing, creating, transforming, and distributing knowledge (Lee, Gon Kim, & Kim, 2012). The result of implementing the knowledge management and Creative Organizational Learning is how the role of the knowledge management is in changing the paradigm of organizational practice. And the outcome of an organizational performance is the ability to create and develop new services, predict or take risks, and solve new problems (Lee, Gon Kim, & Kim, 2012). SMEs owners play a role in transmitting their knowledge to employees. In addition, if SMEs are to progress and develop, they must be able to adopt the knowledge management and apply it wherever it operates (Desouza, 2006). Pauleen (2009) states that the knowledge possessed by SMEs, both individually and as an organization plays a role in fostering, developing and enhancing skills to prepare themselves to create a competitive advantage in the market. The personal knowledge management (PKM) skill model of (Avery, Brooks, Brown, Dorsey, & O'Conner, 2001) identified seven information skills: retrieving, evaluating, organizing, collaborating, analyzing, presenting, and securing.

Linking the demand and supply of information based on a learning process that has an impact on improving an organizational performance (Curado & Bontis, 2011). This description explains how the knowledge management mediates an increase in organizational trust between employees and managers in improving an organizational performance (Alaarj, Abidin-Mohamed, & Salwa, 2016). The step in implementing the knowledge management in supply chain management is through a The knowledge management theoretical framework consisting of explicit knowledge, tacit knowledge, and knowledge conversion (Schniederjans, Curado, & Khalajhedayati, 2019).

H1: KM and HRBE have a direct positive influence on BV

H2: KM and HRBE have a direct positive influence on OP

2.4. *Human Resources based Entrepreneurship, Business Value and an organizational performance*

Entrepreneurial practice requires a continuous process of resource acquisition and development of new resources and new ways of reorganizing resources. Human Resource has led to the business value models coming into existence and plays a pivotal role in digital transformation (Kaur, 2018). Many universities build critical human resources, create new knowledge and try to foster innovation through academic entrepreneurship (Adelowo & Surujlal, 2020). Many people place great importance on the role of heuristic-based logic which encourages entrepreneurs to quickly learn and assimilate tacit knowledge from new changes to specific inventions. After reviewing the literature on the resource-based view, this paper explores the explicit knowledge that HR and the managerial characteristics of entrepreneurs may function as organizational competencies and be sources of sustained competitiveness for development and integration of organizational competencies.

A good deal of attention has been paid to the role of human resources, in enhancing an organizational performance and creating sustained competitive advantage in the context of entrepreneurship (Den Hartog & R., 2004), managerial and psychological characteristics of entrepreneurs (Sadler-Smith, Y, I, & B, 2003). The prevalent dimensions were: Entrepreneurial Knowledge is a major manifestation of human capital necessary

for entrepreneurial success and sustainability (Wu, Chang, & Chen, 2008). The right concept, the right skills, and the strong mentality that entrepreneurs need to have (Jack & Anderson, 1999). Reflecting one’s knowledge on the basic functional activities necessary to start a business (Roxas, Panizales, & de Jesus, 2008). Entrepreneurial Experience is a process of understanding customer needs, creating products that customers want and validating business viability. The main difference between a "casual entrepreneur" with experience in previous businesses and a "startup entrepreneur" who does business without prior entrepreneurial experience (Ucbasaran, Alsos, Westhead, & Wrigh, 2008). Entrepreneurial ability is turning explicit knowledges into action, it’s includes creativity, innovation and risk-taking. Entrepreneurial alertness was introduced by Kirzner, expressed as 'the ability to pay attention without traceability opportunities hitherto overlooked' (Kirzner, 1979), Entrepreneurial judgement is imaginative skills, derivation of decision rules, analytical skills and searching skills (Foss, Klein, & Bjørnskov, 2018), Entrepreneurial intelligent a combination blend of analytical, creative, and practical aspects of intelligence (Sternberg, 2004), Entrepreneurial competence is a set of skills and ability that individuals possess and/or can acquire and improve to become proactive and to show the initiative spirit (Floris & Dettori, 2020), Entrepreneurial innovation is a set of knowledge of operations innovation, market/marketing innovation, organizational innovation, and boundary management innovation (Manimala, 1992), Entrepreneurial orientation is a processes, practices, and decision-making activities that lead to new entry (Kiyabo & Isaga , 2020).

The purpose of this research is exploring the relationship between human resource (HR) and entrepreneurship. To date, little attention has been given to the high performance work systems (HPWSs) of SMEs (Seong, 2011). Since firms in Asian countries may have different HR, it is valuable to look at the relationship between HR and entrepreneurship. Second, this article examines the effects of entrepreneurship on firm performance factor. Entrepreneurship is considered to be a factor that affects the improvement of company performance (Zahra & J, 1995), strong leadership and a centralized decision-making mechanism (Dastmalchian, Lee, & Ng, 2000). Thus, this study is intended to advance our understanding of human resource factors based on entrepreneurship.

H3: EK and TK have a direct and an indirect positive influence on BV

H4: EK and TK have a direct and an indirect positive influence on OP

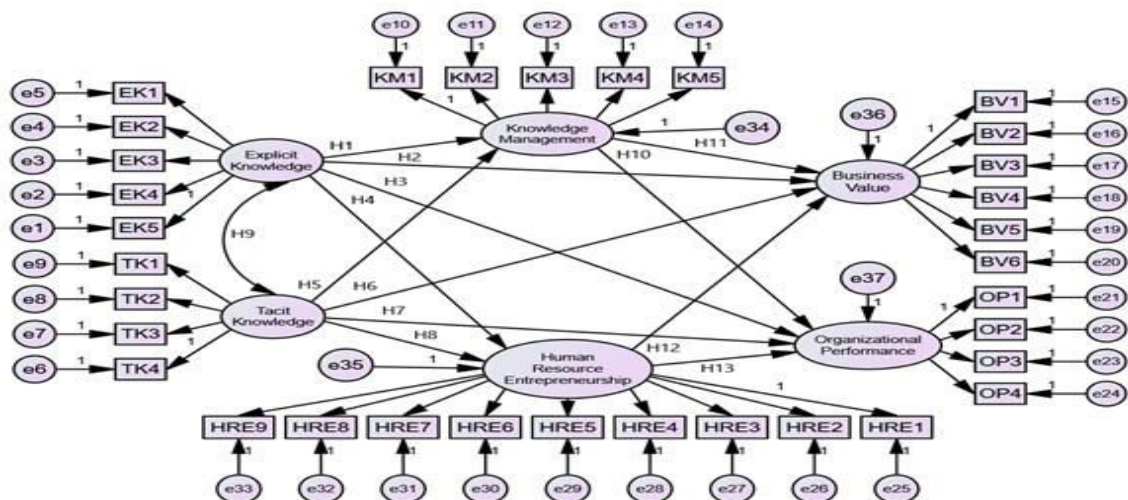


Figure 1. The Structural model

Exhibit 1. Dimension of each variables

Resource Based Entrepreneurship	The knowledge management in SMEs	An organizational performance
<ul style="list-style-type: none"> • Entrepreneurial Knowledge (HRE1) is a major manifestation of human capital necessary for entrepreneurial success and sustainability (Wu, Chang, & Chen, 2008) • Entrepreneurial ability (HRE2) is turning explicit knowledges into action, it’s includes creativity, innovation and risk-taking (Kirzner, 1979) 	<ul style="list-style-type: none"> • Tacit knowledge (subjective insights (TK1), experience (TK2), action (TK3), perception (TK4) • Explicit knowledge (concepts (EK1), process (EK2, 	<ul style="list-style-type: none"> • Knowledge Infrastructure (OP1): are technical, structural, and cultural factors that allow maximization in the The knowledge management of The knowledge management (Lee, Gon Kim, & Kim, 2012).

<ul style="list-style-type: none"> • Entrepreneurial alertness (HRE3) is the ability to notice without search opportunities that have hitherto been overlooked (Kirzner, 1979) • Entrepreneurial intelligent (HRE4) a combination blend of analytical, creative, and practical aspects of intelligence (Sternberg, 2004) • Entrepreneurial competence(HRE5) is a set of skills and ability that individuals possess and/or can acquire and improve to become proactive and to show the initiative spirit(Floris & Dettori, 2020) • Entrepreneurial innovation (HRE6) is a set of knowledge of operations innovation, market/marketing innovation, organizational innovation, and boundary management innovation (Manimala, 1992) • Entrepreneurial Experience (HRE7) is a process of understand your customer needs, build products that customers desire and validate business viability(Ucbasaran, Alsos, Westhead, & Wrigh, 2008) • Entrepreneurial judgement (HRE8) is imaginative skills, derivation of decision rules, analytical skills and searching skills (Foss, Klein, & Bjørnskov, 2018) • Entrepreneurial orientation (HRE9) is a processes, practices, and decision-making activities that lead to new entry (Kiyabo & Isaga , 2020) 	<p>procedure (EK3), principle (EK4), vision (EK5)</p> <ul style="list-style-type: none"> • Knowledge conversion (internalization (KC1), socialization (KC2), externalization (KC3), wisdom (KC4) (Schniederjans, Curado, & Khalajhedayati, 2019) • The knowledge management of SMEs (knowledge creation (KM1), knowledge acquisition (KM2), knowledge storage (KM3), knowledge sharing (KM4), knowledge application (KM5) (Avery, Brooks, Brown, Dorsey, & O’Conner, 2001) 	<ul style="list-style-type: none"> • The knowledge management Process: (OP2) the process of obtaining, assessing, disseminating, exchanging, and applying knowledge in working effectively (Tongsamsi & Tongsamsi, 2016) • KM Intermediate Outcome, Creative Organizational Learning: (OP3) The extent to which The knowledge management is able to change the understanding of existing organizational practices or invalidate them (Lee, Gon Kim, & Kim, 2012) • Learning and growth (OP4) (Kaplan, 1998) <p>Business Value</p> <ul style="list-style-type: none"> • Creative (BV1) • Innovative (BV2) • Selective (BV3) • Focus (BV4) • Smart (BV5) • Realistic (BV6)
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3. Methodology

The method used in this research is survey and instrument by using questionnaire directed to owners of SMEs was principally concerned with having them characterize the firm's HRM practices. It was explained to each participant that the survey was anonymous, confidential in nature, and the results were for research purposes only. Following the approach conducted by Wemmer et al. (2016), the participants were asked to respond to the questions about Human resource entrepreneurship, the knowledge management and an organizational performance. To be included in the final sample, fully completed surveys had to be received from owners of firm. A total of 223 questionnaires were sent to owners of firm, and 150 were received back for 67,3% response rate from 223 SMEs. The HRBE was assessed by nine dimensions with 18 items with Likert scale (1=lowest – 5=highest): Entrepreneurial Knowledge (Wu, Chang, & Chen, 2008), Entrepreneurial ability, Entrepreneurial alertness (Kirzner, 1979), Entrepreneurial intelligent (Sternberg, 2004), Entrepreneurial competence (Floris & Dettori, 2020), Entrepreneurial innovation(Manimala, 1992), Entrepreneurial Experience (Ucbasaran, Alsos, Westhead, & Wrigh, 2008), Entrepreneurial judgement(Foss, Klein, & Bjørnskov, 2018), Entrepreneurial orientation (Kiyabo & Isaga , 2020).

For the measurement of KM, a five-dimensional construct included: knowledge creation, knowledge acquisition, knowledge storage, knowledge sharing, and knowledge application with 10 items was used (Fong & Choi , 2009). Lastly, an organizational performances were measured by four dimensions: Knowledge Infrastructure (Lee, Gon Kim, & Kim, 2012), The knowledge management Process (Tongsamsi & Tongsamsi, 2016), KM Intermediate Outcome, Creative Organizational Learning (Lee, Gon Kim, & Kim, 2012), and two dimensions (internal business process and learning and growth) adapted from (Kaplan, 1998), with 8 items. Accordingly, the summated entrepreneurship scores for managers were correlated and responses to the HRM and entrepreneurship items were made using SEM-ANOVA v.25.

4. Results

Use exploratory factor analysis to reveal the structure of the variables. Items having a low factor load are omitted for a factor of 3, since the load is below 0.5. 2 items from HRBE (entrepreneurial awareness and

entrepreneurial intelligence) and 1 item from an organizational performance (Process). Confirmatory factor analysis (CFA) which is used to evaluate and measure the overall, as well as to assess the reliability and validity of the construction, discriminant and convergent validity are assessed effectively. Discriminant validity is used to measure the extent to which the factors that are supposed to form a particular construction are not actually related (Wang & Wang, 2012).

Table 1. Default model CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	51	165,577	139	,062	1,191
Saturated model	190	,000	0		
Independence model	19	3225,430	171	,000	18,862

As shown in Table 1, the measurement construct model chi-square $1,191 < 2.0$ and p-value $0,062 > 0.05$, that means the construct model is fit. The measurement model fit was assessed by evaluating the root mean square of approximation (RMSEA) $0,029 < 0,08$, absolute fit measures including observed normed X^2 (X^2/df), Comparative Fit Index (CFI) $0,991 > 0,90$, Goodness of fit (GFI) $0,931 > 0,90$, and Adjusted Goodness of fit (AGFI) $0,906 > 0,90$. Table 2 shows that all the results of the fit index value meet the threshold specified for evaluating the fit of the model. Therefore, it can be concluded that the model fits the data and thus can be used to explain the research hypothesis.

Table 2. Fit Indices of CFA Model

Measure	Recommended threshold	Scores
Chi-square/df (CMIN/df)	< 2.0	1.191
Comparative Fit Index (CFI)	>0.90	0.991
Goodness of Fit (GFI)	>0.90	0.931
Adjusted Goodness of Fit (AGFI)	>0.90	0.906
TLI	>0.95	0.989
Root Mean-Square Error of Approximation	<0.08	0.029

From the results of this study, convergent validity was assessed using composite reliability and average variance explained (AVE). Using these measures, composite reliability (t-values) should be above 2.0 and AVE should be above 0.5 for all constructs. These results indicate that the model used in this study meets the criteria for assessing convergent validity.

Table 3. Standardized Path Coefficients

	Hypotheses	Estimate	S.E.	t-values	P	Label
Knowledge_Management	<--- Explicit_Knowkedge	,170	,059	2,894	,004	Supported
Knowledge_Management	<--- Tacit_Knowledge	,394	,064	6,148	***	Supported
HR_Entrepreneurship	<--- Tacit_Knowledge	,386	,103	3,761	***	Supported
HR_Entrepreneurship	<--- Explicit_Knowkedge	,311	,099	3,146	,002	Supported
Business_Value	<--- Explicit_Knowkedge	,190	,044	4,330	***	Supported
Business_Value	<--- Knowledge_Management	,325	,060	5,451	***	Supported
Organizational_Performance	<--- Tacit_Knowledge	,136	,070	1,960	,050	Not Supported
Organizational_Performance	<--- Explicit_Knowkedge	,035	,060	,587	,557	Not Supported
Organizational_Performance	<--- Knowledge_Management	-,077	,077	-,993	,321	Not Supported
Organizational_Performance	<--- HR_Entrepreneurship	,793	,069	11,438	***	Supported
Business_Value	<--- HR_Entrepreneurship	,263	,036	7,343	***	Supported
Business_Value	<--- Tacit_Knowledge	,148	,050	2,944	,003	Supported

Table 3 show the results of the test of hypotheses of the structural relationship between the research variables. The researcher examined the direct influence of all variables are significant. Hence, hypotheses are supported. Except the influence of tacit knowledge (0,050), explicit knowledge (0,557), and the knowledge management (0,321) on an organizational performance are not supported, because ($p= 0,050, 0,557, 0,321 > 0.05$).

Table 4. Standardized Direct Effects (Group number 1 - Default model)

	Tacit Knowledge	Explicit Knowledge	Knowledge Management
Knowledge_Management	,457	,203	,000
HR_Entrepreneurship	,286	,238	,000
Organizational_Performance	,112	,030	-,054
Business_Value	,181	,240	,343

Table 5 shows the results of the test of hypotheses of the direct influence of TC on KM = 0,457, EK on KM = 0,203, TC on HRBE = 0,286, EK on HRBE = 0,238, TC on OP = 0,112, EK on OP = 0,030, TC on BV = 0,181, and EK on BV = 0,240. While the direct influence of KM on OP = -0,054, and KM on NB = 0,343. Thus, it can be stated that KM has a positive and significant effect on BV.

Table 5. Standardized Indirect Effects (Group number 1 - Default model)

	Tacit_Knowledge	Explicit_Knowledge
Organizational_Performance	,227	,198
Business_Value	,281	,173

Table 5 shows that the finding of indirect influence of TC on business value = 0,281 is higher than indirect effect on an organizational performance = 0,227. Otherwise the finding of indirect effect of EK on business value = 0,173 lower than indirect effect on an organizational performance = 0,198. More details about the direct and indirect influence of each variable can be seen in the following Structural Fit Model.

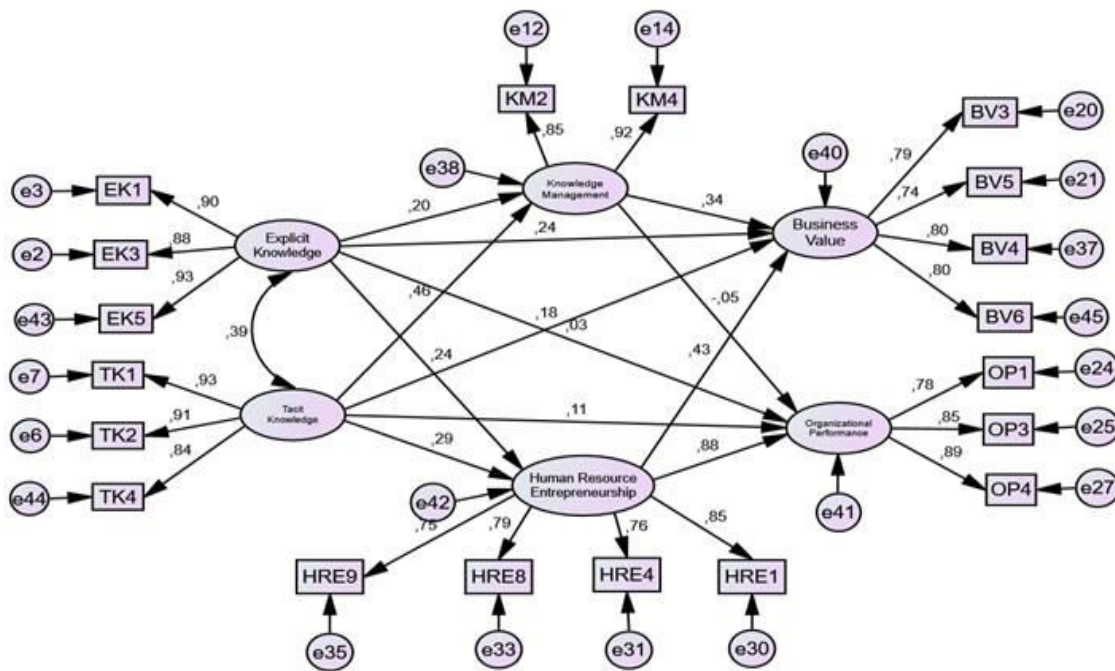


Figure 2. The Structural Fit Model

5. Discussion

The results of the description of the respondent's response data show the results of the most dominant indicators of each variable. In explicit knowledge the most dominant indicator is vision (EK5), for tacit knowledge the most dominant indicator is subjective insight (TK1), for The knowledge management the most dominant indicator is knowledge sharing (KM4), for knowledge conversion that the most dominant indicator is internalization (KC1), for Business Value the most dominant indicator is focus (BV4), for the HR-based entrepreneurship variable it is known that the most dominant indicator is entrepreneurial knowledge (HRE1), and for an organizational performance, that the most dominant indicator is learning and growth. (OP4).

Thus, it can be explained that entrepreneurs must have a clear vision of the future with broad business insights, supported by internal knowledge so that they can focus on creating new business value. In addition, an entrepreneur needs to have entrepreneurial knowledge through learning and organizational growth. This reinforces the results of research (Valentim, Lisboa, & Franco, 2016)'s that applications process tacit knowledge and adjust operational and strategic activities from current business models to solve problems and develop new technologies, products, and revenue models. In line with the suggestion that for the future the focus is on specific practices of knowledge application and how the mechanism works in practice (Ode & Ayavoo, 2019).

And the results show that the indirect effect of the knowledge management is higher than explicit knowledge. Thus, it can be explained that the three mediating variables, namely perception, knowledge conversion, and the human resource-based entrepreneurship have a very large role in the business value, on the other hand they do not play a role in an organizational performance. business ideas or ideas will only become tacit knowledge without making efforts to realize and realize these thoughts. and to realize that thought requires a learning process through the knowledge management. The results showed that entrepreneurial-based human resources gave a very high contribution to the creation of business value, but, did not have a strong influence on the relationship between the knowledge management and an organizational performance. In other words, the results show that the direct effect of exogenous variables is very small, and the knowledge management has no effect on business value.

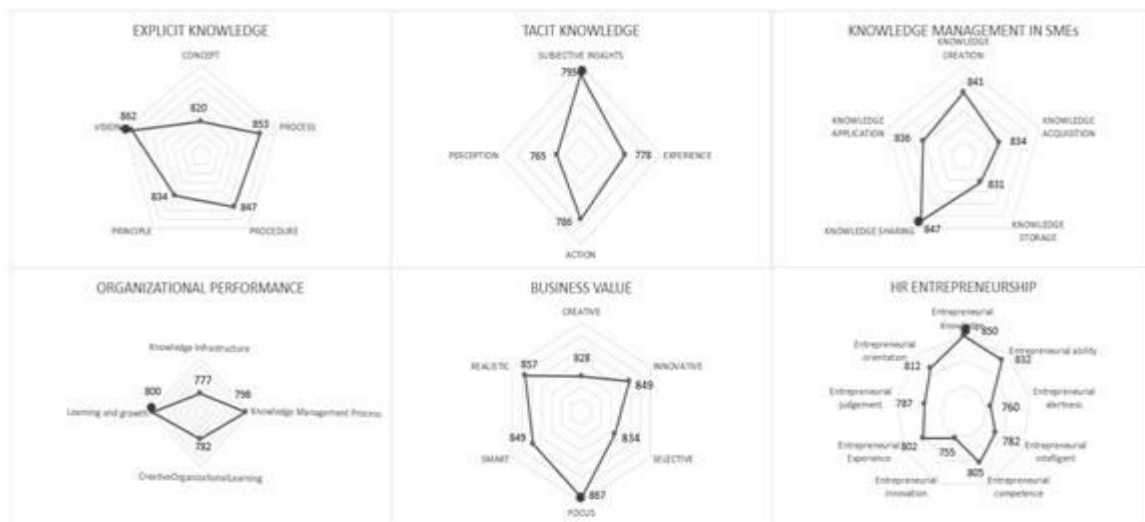


Figure 3. The dominant factor each variable

Figure 3 shows that knowledge sharing makes knowledge more active and relevant to the focus of firm value (Choi, Lee, & Yoo, 2010). That the vocal point of the knowledge management is knowledge application (Bhatt , 2001). Meanwhile, for an organizational performance variable, it is known that of the 5 most dominant indicators are learning and growth. The results of the description show that HRBE for people who are going to enter the business world, so that they should have appropriate entrepreneurial knowledge, be able to apply their knowledge and always continue to learn to grow and develop. This effort will support the perfect KM for an entrepreneur in SMEs.

From the figure 3, it can be stated that to be able to improve an organizational performance in a Business Value, one must have a clear vision with firm subjective insights, be able to share knowledge with others to advance, be able to manage business internally, be more focused in planning and executing the business, then always keep learning to grow bigger. that's the key to success in creating a business value. This research provides a lot of impact and color in business practices, especially SMEs. The relationship between different the knowledge management in SMEs provide a guide on how increase human resource to serve an organizational performance. HRBE can be the one solution to encourage KM in SMEs and develop an organizational performance and Business Value.

The findings obtained in this study is consistent with the findings of (Ngah & Wong, 2020) which found that the study insights on how competitive strategies were formulated through the knowledge management. The results of the study explain that the human resource-based entrepreneurship can directly encourage understanding of the knowledge management, and it has strength positive effect on an organizational performance. This is caused by factors that are so complex in shaping the human resource-based entrepreneurship. With these capabilities and capacities, they were able to encourage the spirit of

understanding the knowledge management, but do not improve an organizational performance. If someone has a good entrepreneurial spirit that refers to management-based entrepreneurship and supported by adequate the knowledge management, it will be easy to manage a business value and improve an organizational performance optimally. This proves that the knowledge management becomes an alternative variable that mediates tacit knowledge and explicit knowledge in increasing and creating business value for high an organizational performance.

6. Conclusion

This study explains that the knowledge management and the human resource-based entrepreneurship can be a mediator between business value and an organizational performance and must be an alternative that to create business value, people must have good HRBE, especially for SMEs. So, it is very important to have entrepreneurial knowledge, entrepreneurial skills, entrepreneurial intelligence, entrepreneurial competence, entrepreneurial innovation, entrepreneurial experience, entrepreneurial appraisal, entrepreneurial orientation.

This study only focuses on the role of KM in SMEs and HRBE in mediating the relationship between tacit knowledge and explicit knowledge on business value and an organizational performance. There are other dimensions of the knowledge management in SMEs that have not been studied and can shape business value in SMEs, namely family background and entrepreneurial intentions. The findings obtained in this study indicate that KM in SMEs and HRBE can be a mediator between BV and OP in SMEs, which has a positive and significant effect.

Further research is possible to further explore the dimensions of the knowledge management in SMEs that can affect both directly and indirectly on variables or dimensions such as entrepreneurial knowledge, entrepreneurial abilities, and entrepreneurial intelligence, and entrepreneurial competence.

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