



## The Effect of Learning Organization and Self-Efficacy on the Performance of Small and Medium Industries in the Dried Culinary Field in Bojonegoro

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### ABSTRACT

The rapid growth in the number of Small and Medium Industries (IKM) cannot be avoided because the main role in determining the course of IKM is Human Resources (HR). Human resources are the main capital that determines the course of IKM because the success of a business is determined by the individuals involved in it. The purpose of this study was to determine the effect of learning organization and self-efficacy on the performance of small and medium-sized dry culinary industries in Bojonegoro. The sampling technique used was the saturated sampling technique, so the number of samples taken was 48 IKM actors in the dry culinary field at the Bojonegoro Creative Economy Center (CEC) Community. The research method used for this research is quantitative. The data analysis technique in this research uses Partial Least Square (PLS). According to the findings of the study, self-efficacy and learning organization have a significant positive impact on the performance of Bojonegoro's small and medium-sized industries in the dry culinary industry.

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## INTRODUCTION

One of the main actors in national economic growth is the Small and Medium Industry (IKM). The role and contribution of SMEs to the national economy is quite large. This is evidenced by the existence of effective SMEs to absorb labor and reduce social inequality. Local governments in Indonesia are competing to develop SMEs in their regions as one of the efforts to encourage regional economic growth. Based on this, SMEs are one of the important foundations of the national economy, so it is necessary to pay more attention to the development of SMEs. East Java Province is one of the provinces in Indonesia which is also concerned with the development and development of Small and Medium Industries. The rapid growth in the number of SMEs cannot be avoided because the main role in determining the course of SMEs is Human Resources (HR). Human resources are the main capital that determines the course of IKM because the success of a business is determined by the individuals involved in it. So that in running a business, high-quality human resources are needed to be able to compete competitively and to be able to improve the IKM sector itself.

So based on this, it is necessary to improve the performance of human resources, especially for small cities that need more attention to the quality of human resources, one of which is Bojonegoro Regency which is located in East Java province. Based on data obtained from the Indonesian Central Bureau of Statistics, the number of Micro and Small Industry companies in Bojonegoro Regency in 2019 was 35,771 business units. Based on the relatively large number of SMEs, one of the creative economy actors in Bojonegoro Regency, formed the Bojonegoro Creative Economy Center (CEC) Community. The CEC Bojonegoro community was made explicitly for creative economy actors as an improvement place to add to one another, convey considerations, and offer encounters in building and creating business organizations. This community has superior products, namely dry culinary made directly by IKM actors.

Based on the total sales of dry culinary products, it has increased every year, but in reality, the number of actual sales has not reached the target, so it is necessary to know the factors that cause these problems. So this research focuses on small and medium industries in the field of dry culinary in the Bojonegoro Creative Economy Center (CEC) Community. According to Maskur (2017) that the growth of SMEs requires good performance from entrepreneurs so that they can make this industry dynamic in facing its business environment. In this study, it is suspected that one of the factors causing the increase in sales is the learning organization implemented by the CEC Bojonegoro Community.

Learning Organization is an organization that facilitates activities related to increasing the knowledge and competence of all members of the organization which are carried out continuously for self-transformation and increasing their capacity by providing activities and systems related to increasing the knowledge of organizational members and encouraging organizational members to build learning teams together (Suryani & Syahbudi, 2022). The form of learning organization in the CEC Bojonegoro Community, namely entrepreneurship seminars, business training, to consulting for businesses is

expected to play an important role in increasing capabilities and helping to optimize the performance of each individual. As the results of research from Nugroho & Iryanti (2023) state that the training variable contributes positively to the performance of MSME actors. The concept of a learning organization is getting more attention covering organizational changes, organizational development, and human resource management strategies to improve performance. So that indirectly the performance of the organization will also experience an increase due to the increased performance of IKM actors as a result of continuous and continuous learning. As is the result of Tarore's research (2017), which shows that learning organization has a direct effect on the performance of MSMEs.

The implementation of a learning organization in this community is beneficial for small and medium-sized businesses in the field of dry culinary in the Bojonegoro Creative Economy Center (CEC) Community because most of the work they do is not by the education they have received. So SMEs need to improve their quality. Through the interviews that have been conducted, it can be seen that the enthusiasm of IKM actors is low when participating in learning activities. This is because the enthusiasm for learning from them decreases. In reality, implementing a learning organization requires a commitment to change that is supported by the desire to continue learning and growing and developing (Cahyadi, 2021).

In addition to learning organization, another factor that affects the performance of small and medium-sized the field of dry culinary in the Bojonegoro Creative Economy Center (CEC) Community is self-efficacy. Self-efficacy is an individual's faith in their capacity to finish a work at a specific degree of execution or to accomplish a normal outcome that will impact their life circumstance (Sibuea & Rustono, 2015). According to the results of the interviews conducted, it is known that the IKM actors feel insecure about the abilities that result from learning because the majority of the learning that is carried out is related to technology. This will affect their confidence in overcoming work problems that will occur in the future because they have to follow the current digital era. Considering that the quality of human resources still needs more attention not all IKM actors can master technology well which causes a lack of confidence in the abilities produced through this learning. Therefore, it is necessary to have high self-efficacy or self-efficacy so that the implementation of a learning organization is also better.

In this study, self-efficacy is an important factor that can influence the performance of SME actors. With high self-efficacy in a person, self-confidence will arise in their abilities, and this can indirectly motivate them to improve their abilities to achieve optimal performance. According to the findings of research carried out by Wiharti et al. (2019), demonstrate that MSMEs' performance is positively impacted by entrepreneurial self-efficacy. This clarifies the role of self-efficacy or the business actor's belief in his ability to do the work for which he is responsible to increase business.

Based on the description of the background and the phenomenon, the researcher was motivated to conduct research entitled "The Influence of

Learning Organization and Self-Efficacy on the Performance of Small and Medium Industries in the Dried Culinary Field in Bojonegoro".

## **THEORETICAL REVIEW**

### ***The Relationship Between Learning Organization and IKM Performance***

A process that is provided by stakeholders within the organization is called a learning organization. Its purpose is to assist the organization in continuing to expand in the face of a rapidly shifting environment so that it can continue to meet the expected interests and objectives of the organization. (Srimulatsih, 2021). A learning organization, as defined by Nurharyani & Sulistio (2018), is one that fosters a supportive environment and provides as many opportunities as possible for its members to learn individually and in groups and then apply their knowledge to organizational processes and activities. This means that learning organizations provide opportunities for individuals within the organization to always learn and grow. So that they will strive for improvement while working, which will ultimately affect their performance. This statement is supported by the results of Tarore's research (2017) which shows that the learning organization variable has a direct effect on the performance of MSMEs.

According to Meitiana et al. (2020), the more effectively an organization applies organizational learning, the higher employee performance will rise, which will in turn raise organizational performance. According to Rumijati (2020), the higher the level of company awareness in implementing a learning organization, employees will work even harder to improve their performance. The results of Purnamasari's research (2019) also show that learning organizations (learning organizations) have a positive and significant effect on employee performance.

**H1:** It is suspected that learning organization has a positive effect on the performance of IKM in the field of dry culinary in Bojonegoro.

### ***The Relationship Between Self Efficacy on IKM Performance***

An individual's self-efficacy is necessary for the organization because it will give him confidence in his ability to finish the work assigned to him by his superiors on time. According to Erawati & Wahyono (2019), the belief that an individual is capable of carrying out a task and achieving particular objectives in accordance with the expected outcomes is known as self-efficacy. Then Suciono (2021) self-efficacy is "the belief or steadyness of individuals estimating the ability that exists in themselves to carry out certain tasks." Self-efficacy includes aspects like "level" (the level of difficulty), "generality" (the level of breadth of field), and "strength." When a person's self-efficacy is high, they believe they are able to influence the events in their immediate environment, whereas when their self-efficacy is low, they will believe they are powerless.

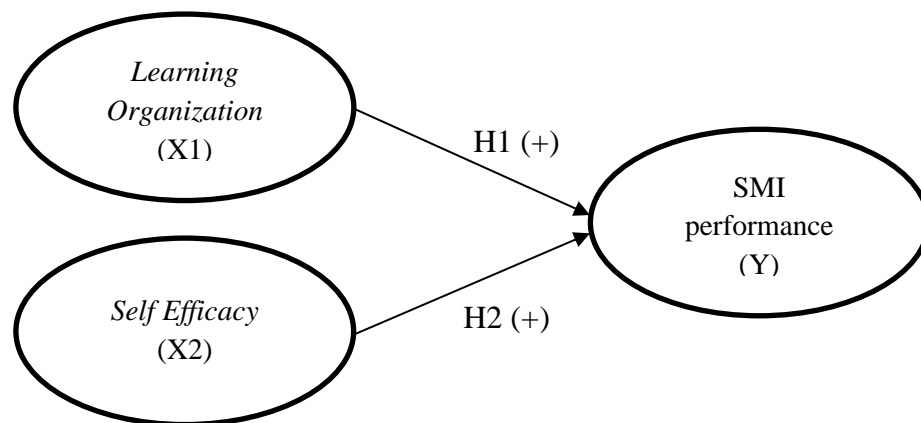
People with low self-efficacy tend to give up easily in difficult situations, whereas people with high self-efficacy will work even harder to overcome obstacles. This is supported by the assessment of Moorhead & Griffin (2013),

which expresses that somebody who has high self-efficacy accepts that they can perform well on specific undertakings. According to Pratomo (2022), self-efficacy is needed for employees to increase their ability to carry out the tasks assigned so that the organization or company can run optimally and employee performance will increase. As the consequences of examination by Yusrizal Aminullah & Kustini (2022), concluded that employee performance benefits significantly from self-efficacy. The findings of the study carried out by Wiharti et al. (2019), likewise show that there is a positive and significant relationship between self-efficacy and the performance of MSMEs.

**H2:** It is suspected that self-efficacy has a positive effect on the performance of IKM in the dry culinary field in Bojonegoro.

A conceptual framework for this study can be constructed using the theoretical review and previous research. It is presented as follows.

**Figure 1. conceptual framework**



## METHODOLOGY

### *Profile of the Bojonegoro Creative Economy Center (CEC) Community*

The Bojonegoro Creative Economy Center (CEC) Community is a community created specifically for creative economy actors as a center for mutual contributions, conveying thoughts, and sharing experiences in building and developing business networks. The CEC Bojonegoro community was formed by one of the creative economy actors in Bojonegoro Regency, namely Mr. Adib Nurdiyanto, M.Pd. on November 11, 2019.

The Bojonegoro CEC Community was formed as a continuation of three trainings for creative economy actors from the East Java Provincial government held at the Bojonegoro Bakorwil. Then CEC Bojonegoro formed a vision and mission so that it can run until now. CEC Bojonegoro has a total of 258 members in the creative economy in Bojonegoro Regency. The CEC community collaborates with local governments through related agencies to get guidance and help with legality, as well as marketing their products.

Currently, the CEC Bojonegoro Community already has three outlets that sell products made by its members. In addition, CEC Bojonegoro's efforts to broaden product marketing include working with Home Mart, La Royba Mart, and Toga Mas. This community has also inaugurated an outlet for various typical Bojonegoro products that can be purchased using plastic waste. The inauguration of the outlet is a form of fostering creative economy actors in the Bojonegoro Creative Economy Center (CEC) Community.

### *Description of Research Findings and Discussion*

This research was conducted at the Bojonegoro Creative Economy Center (CEC) Community. The population determined for this study were all SMEs in the field of dry culinary in the Bojonegoro Creative Economy Center (CEC) Community, totaling 48 people. This study utilizes the immersed inspecting procedure, specifically the strategy of deciding the example in the event that all individuals from the populace are utilized as tests. The data collection method used in this study was a questionnaire. The distribution and filling of the questionnaire was carried out within five recorded days from 02 June 2023 - 06 June 2023. The assessment technique used to measure indicators in the research questionnaire was a Likert scale of 1-5. This study employs the partial least squares (PLS) data analysis method.

### *Description of Respondent Characteristics Based on Gender*

From the results of distributing questionnaires to 48 respondents, they can be grouped by gender as follows:

**Table 1. Characteristics of Respondents Based on Gender**

No.	Genre	Number of Respondents	Percentage
1.	Men	4	8,3%
2.	Women	44	91,7%
<b>Total</b>		<b>48</b>	<b>100%</b>

(Source: Questionnaire Results, 2023)

Based on Table 1, it can be seen that in this study, the IKM actors in the dry culinary field in the Bojonegoro Creative Economy Center (CEC) Community were dominated by women with a percentage of 91.7%.

### *Description of Respondent Characteristics Based on Age*

From the results of distributing questionnaires to 48 respondents, they can be grouped by gender as follows:

**Table 2. Characteristics of Respondents Based on Age**

No.	Age	Number of Respondents	Percentage
1.	< 25 Years	2	4,2%
2.	25 - 35 Years	11	22,9%
3.	35 - 45 Years	27	56,3%
4.	> 45 Years	8	16,7%
<b>Total</b>		<b>48</b>	<b>100%</b>

(Source: Questionnaire Results, 2023)

Based on Table 2, it can be seen that in this study, the small and medium industry actors in the dry culinary field in the Bojonegoro Creative Economy Center (CEC) Community were dominated by the age group over 25 years as many as 38 people with a percentage of 79.2%.

**Description of Respondent Characteristics Based on Education**

From the results of distributing questionnaires to 48 respondents, they can be grouped based on education as follows:

**Table 3. Characteristics of Respondents Based on Education**

No.	Education	Number of Respondents	Percentage
1.	SD / Equivalent	0	0%
2.	SMP / Equivalent	2	4,2%
3.	SMA / Equivalent	34	70,8%
4.	Diploma / Equivalent	3	6,3%
5.	S1 / Equivalent	9	18,8%
6.	S2	0	0%
<b>Total</b>		<b>48</b>	<b>100%</b>

(Source: Questionnaire Results, 2023)

Based on Table 3, it can be seen that in this study, the last education attained by IKM actors in the field of dry culinary in the Bojonegoro Creative Economy Center (CEC) Community was dominated by high school/equivalent with a percentage of 70.8%.

**Description of Respondents' Responses to Learning Organization Variables**

**Table 4. Frequency of Respondents' Answers Regarding Learning Organization**

No.	Questionnaire Statement	Value					Total
		1	2	3	4	5	
1.	I want to continue learning and try to understand the results of the learning that has been done.	0	0	4	18	26	48
		0%	0%	8,3%	37,5%	54,2%	100%
2.	The community always encourages me to keep learning and growing.	0	0	1	19	28	48
		0%	0%	2,1%	39,6%	58,3%	100%
3.	I am given the opportunity by the community to freely and openly discuss true thoughts and opinions.	0	0	5	30	13	48
		0%	0%	10,4%	62,5%	27,1%	100%

No.	Questionnaire Statement	Value					Total
		1	2	3	4	5	
4.	I can hold discussions (questions and answers) with the community leaders so that I can get the information I need.	0	0	5	27	16	48
		0%	0%	10,4%	56,3%	33,3%	100%
5.	The CEC community provides door prizes after the learning activities take place.	0	0	1	18	29	48
		0%	0%	2,1%	37,5%	60,4%	100%

(Source: Questionnaire Results, 2023)

The following is an explanation from table 4. above which shows that:

- a. (X1.1), namely the urge to learn and help, get the highest respondent's answer on a scale of 5 with a percentage of 54.2% or as many as 26 respondents. This states that most of the respondents answered strongly agree.
- b. (X1.2), namely the encouragement of companies to do learning, get the highest respondent's answer on a scale of 5 with a percentage of 58.3% or as many as 28 respondents. This states that most of the respondents answered strongly agree.
- c. (X1.3), namely the existence of fair and open feedback, obtaining the highest respondent's answer on a scale of 4 with a percentage of 62.5% or as many as 30 respondents. This states that most of the respondents answered agree.
- d. (X1.4), namely cross-office discussions, obtaining the highest respondent's answer on a scale of 4 with a percentage of 56.3% or as many as 27 respondents. This states that most of the respondents answered agree.
- e. (X1.5), that is, there is an appreciation for learning, getting the highest respondent's answer on a scale of 5 with a percentage of 60.4% or as many as 29 respondents. This states that most of the respondents answered strongly agree.

Based on the results obtained from the highest frequency of respondents' answers, namely at (X1.2) it can be concluded that the CEC Bojonegoro Community empowers SME actors through learning activities to improve their performance.



*Description of Respondents' Responses to the Self Efficacy Variable*

**Table 4. Frequency of Respondents' Answers Regarding Self Efficacy**

No.	Questionnaire Statement	Value					Total
		1	2	3	4	5	
1.	I am confident that I can complete the work according to the abilities and skills that I have.	0	0	5	30	13	48
		0%	0%	10,4%	62,5%	27,1%	100%
2.	I understand better how I should respond to all conditions that occur while working even without supervision from others.	0	0	6	17	25	48
		0%	0%	12,5%	35,4%	52,1%	100%
3.	I am serious at work, tireless, and never give up easily when facing challenges at work.	0	0	4	19	25	48
		0%	0%	8,3%	39,6%	52,1%	100%
4.	I feel satisfied when I find a solution when I experience obstacles while carrying out work and successfully complete the work.	0	0	1	18	29	48
		0%	0%	2,1%	37,5%	60,4%	100%

(Source: Questionnaire Results, 2023)

The following is an explanation from table 5. above which shows that:

- a. (X2.1), namely confidence in their abilities, gets the highest respondent's answer on a scale of 4 with a percentage of 62.5% or as many as 30 respondents. This states that most of the respondents answered agree.
- b. (X2.2), namely ability that is better than other people, gets the highest respondent's answer on a scale of 5 with a percentage of 52.1% or as many as 25 respondents. This states that most of the respondents answered strongly agree.
- c. (X2.3), namely the challenge of getting a job, getting the highest respondent's answer on a scale of 5 with a percentage of 52.1% or as many as 25 respondents. This states that most of the respondents answered strongly agree.
- d. (X2.4), namely satisfaction with the work of the highest respondent's answer on a scale of 5 with a percentage of 60.4% or as many as 29 respondents. This states that most of the respondents answered strongly agree. Based on the results obtained from the highest frequency of respondents' answers, namely at (X2.4) it can be concluded that SME

actors feel confident that they can solve problems that occur when they work because after finding these solutions, SMI actors succeed in completing their work well so they will always try to produce maximum performance.

### *Description of Respondents' Responses to SME Performance Variables*

**Table 5. Frequency of Respondents' Answers Regarding SMI Performance**

No.	Questionnaire Statement	Value					Total
		1	2	3	4	5	
1.	I always try to improve the quality of work so that the results of my work will be better.	0	0	0	31	17	48
		0%	0%	0%	64,6%	35,4%	100%
2.	I maintain punctuality in completing the work targets that have been given to me.	0	0	0	29	19	48
		0%	0%	0%	60,4%	39,6%	100%
3.	I always try my best to complete the work that is my responsibility.	0	0	0	25	23	48
		0%	0%	0%	52,1%	47,9%	100%
4.	I am able to take responsibility for the work assigned to me.	0	0	0	19	29	48
		0%	0%	0%	39,6%	60,4%	100%

(Source: Questionnaire Results, 2023)

The following is an explanation from table 6. above which shows that::

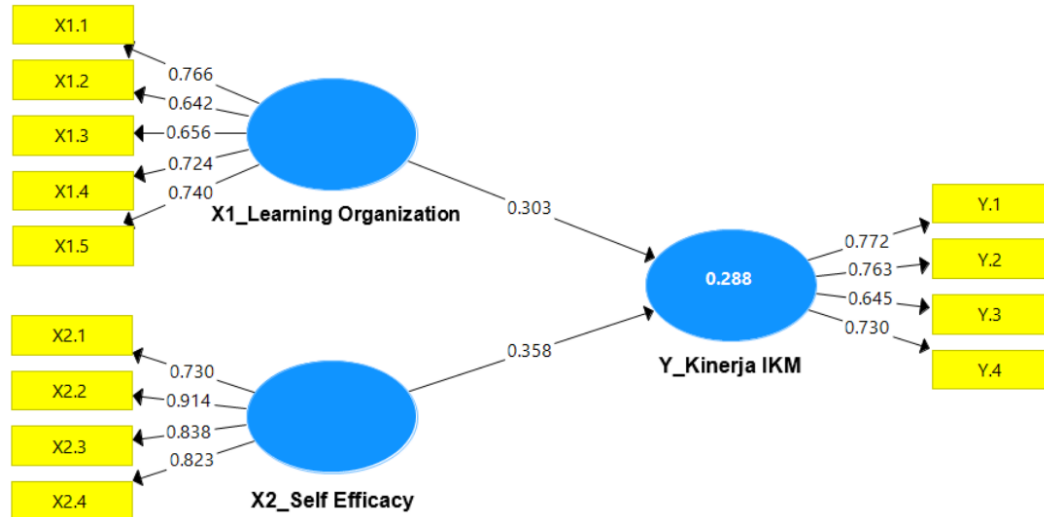
- a. (Y.1) namely quality, getting the highest respondent's answer on a scale of 4 with a percentage of 64.6% or as many as 31 respondents. This states that most of the respondents answered agree.
- b. (Y.2), namely quantity, gets the highest respondent's answer on a scale of 4 with a percentage of 60.4% or as many as 29 respondents. This states that most of the respondents answered agree.
- c. (Y.3) namely the implementation of the task, getting the highest respondent's answer on a scale of 4 with a percentage of 52.1% or as many as 25 respondents. This states that most of the respondents answered agree.
- d. (Y.4) namely responsibility, getting the highest respondent's answer on a scale of 5 with a percentage of 60.4% or as many as 29 respondents. This states that most of the respondents answered strongly agree.

Based on the results obtained from the highest frequency of respondents' answers, namely at (Y.1) it can be concluded that SME actors are always trying to improve the quality of their work through the learning that has been done so that they can contribute and be able to improve their performance.

## Data Analysis Results

### Analisis Model PLS

Figure 2. Outer Model with factor loading, Path Coefficient, and R-square



(Source: Output SmartPLS 3.0, 2023)

Figure 2 outlines the PLS estimation model, which should be visible to the greatness of the stacking factor an incentive for every pointer, which has bolts between the variables and indicators. The path coefficients (also known as path coefficients) between the exogenous and endogenous variables are also visible, with values of 0.303 for the Learning Organization Variable and 0.358 for the Self-Efficacy Variable. In addition, it can also be seen that the R-Square is 0.288 which is located in the circle of endogenous variables (IKM Performance).

### Outer Model (Model of Measurement and Validity of Indicators)

#### Outer loadings

Exogenous variables that reflect the indicators, namely learning organization (X1), self-efficacy (X2), and IKM performance (Y), are used in the measurement model of this study. Since all indicators in this model use reflection, the table used is outer loading output.

Table 7. Outer Loadings

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (IO/STDEV)	P Values
X1.1 <- X1_Learning Organization	0,766	0,717	0,173	4,438	0,000
X1.2 <- X1_Learning Organization	0,642	0,580	0,217	2,956	0,003

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (IO/STDEV)	P Values
X1.3 <- X1_Learning Organization	0,656	0,605	0,219	2,990	0,003
X1.4 <- X1_Learning Organization	0,724	0,725	0,137	5,293	0,000
X1.5 <- X1_Learning Organization	0,740	0,698	0,182	4,067	0,000
X2.1 <- X2_Self Efficacy	0,730	0,721	0,120	6,097	0,000
X2.2 <- X2_Self Efficacy	0,914	0,908	0,082	11,099	0,000
X2.3 <- X2_Self Efficacy	0,838	0,834	0,100	8,379	0,000
X2.4 <- X2_Self Efficacy	0,823	0,808	0,106	7,790	0,000
Y.1 <- Y_Performance IKM	0,772	0,742	0,124	6,238	0,000
Y.2 <- Y_Performance IKM	0,763	0,748	0,113	6,756	0,000
Y.3 <- Y_Performance IKM	0,645	0,630	0,184	3,502	0,001
Y.4 <- Y_Performance IKM	0,730	0,725	0,144	5,076	0,000

(Source: Output SmartPLS 3.0, 2023)

The value of the factor loading (original sample) in the outer loading table was used in this study to assess the indicators' validity. When the outer loading value is greater than 0.70, it is said that factor loading has sufficient validity to demonstrate a correlation between indicators and variables. To determine the convergent validity results between the outer loading results' indicators and variables. According to Table 7, the measurement has an original sample value of less than or equal to 0.70 but greater than 0.50, so it meets the convergent validity criteria (Chin in Treggonowati & Kulsum (2018)).

#### *Average Variance Extracted*

**Table 8. Average Variance Extracted**

	<i>Average Variance Extracted (AVE)</i>
X1_Learning Organization	0,501
X2_Self Efficacy	0,687
Y_Performance IKM	0,532

(Source: Output SmartPLS 3.0, 2023)

Convergent validity is also assessed through the Average Variance Extracted (AVE) value of each construct with a minimum limit of 0.501. Based on Table 8, it can be seen that the results of the AVE test on the learning organization variable are 0.50, then the self-efficacy variable is 0.687, and the IKM performance variable is 0.532. All AVE values greater than 0.50 indicate that the measurement satisfies the convergent validity requirements and is declared ideal.

**Composite Reliability**

**Table 9. Composite reliability**

	<i>Composite Reliability</i>
<i>X1_Learning Organization</i>	0,833
<i>X2_Self Efficacy</i>	0,897
<i>Y_Performance IKM</i>	0,819

(Source: Output SmartPLS 3.0, 2023)

The next measurement model is Composite Reliability. If a questionnaire's Composite Reliability value limit is greater than 0.70, it is considered reliable. Table 9 shows that the learning organization variable is 0.833, the self-efficacy variable is 0.897 and the IKM performance is 0.819. These three variables show a composite reliability quality worth above 0.70 so one might say that all variables in this study are dependable.

**Latent Variable Correlations**

**Table 10. Latent Variable Correlations**

	<i>X1_Learning Organization</i>	<i>X2_Self Efficacy</i>	<i>Y_Employee Performance</i>
<i>X1_Learning Organization</i>	1,000		
<i>X2_Self Efficacy</i>	0,314	1,000	
<i>Y_Performance IKM</i>	0,416	0,453	1,000

(Source: Output SmartPLS 3.0, 2023)

As shown in the table of latent variable correlations below, in PLS, the relationship between variables or constructs can be correlated with both exogenous and endogenous variables or exogenous and exogenous variables. The maximum correlation value between two variables is 1, and the closer the value is to 1, the greater the correlation.

Based on Table 10, it is known that the highest correlation value found between the IKM performance variable and self-efficacy of 0.453. It is possible to state that the relationship between the SMI performance variables and self-efficacy is stronger than the relationship between the other variables in the research model. It can likewise be deciphered that in this exploration model, the degree of SMI execution is more impacted by the self- efficacy variable contrasted with the learning organization variable.

## R-Square

**Table 11. R-Square**

	R <sup>2</sup>
<b>Y_Performance IKM</b>	0,288

(Source: Output SmartPLS 3.0, 2023)

Next, a model accuracy test or model fit is carried out by looking at the R-Square value (R<sup>2</sup>). Testing R-Square (R<sup>2</sup>) according to Ghozali & Latan (2015), a value of 0.750 can be seen that the model is strong, a value of 0.500 is known to be a moderate model, and if the value is 0.250 the model is weak. In table 11. it can be seen that the R<sup>2</sup> value is 0.288, so it can be said that the model is weak. The remaining 71.2% of SMI performance is influenced by other variables (in addition to learning organization and self-efficacy), while learning organization and self-efficacy influence 28.8% of SMI performance.

## Hypothesis Test

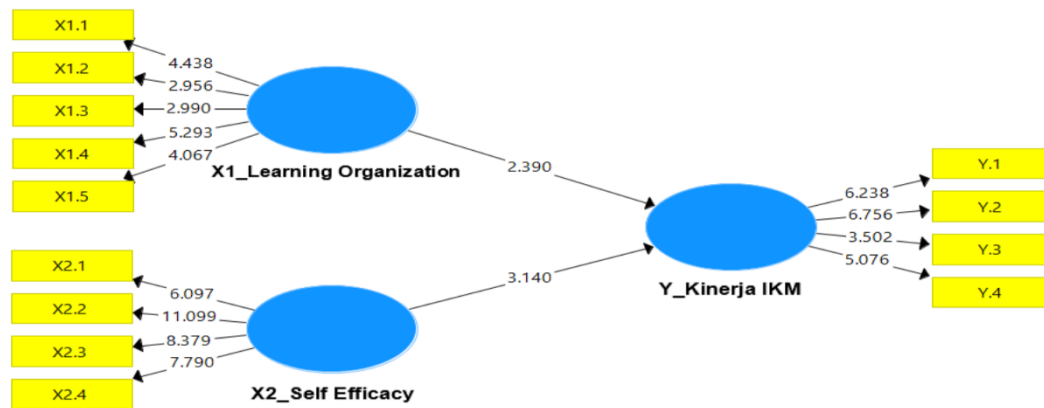
**Table 12. Hypothesis test**

	Path Coefficient	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (IO/STDEV)	P Values
<b>X1_Learning Organization -&gt; Y_Employee Performance</b>	0,303	0,353	0,127	2,390	0,017
<b>X2_Self Efficacy -&gt; Y_Performance IKM</b>	0,358	0,364	0,114	3,140	0,002

(Source: Output SmartPLS 3.0, 2023)

Based on Table 12, the first hypothesis, which states that learning organization has a positive effect on the performance of small and medium industries in the dry culinary field in Bojonegoro can be accepted, with a T-Statistic value of 2.390 > 1.96 (critical value of  $\alpha = 0.05$  (5%)) or greater than T-Table = 2.01063, then the hypothesis is accepted or significant (positive). Then the second hypothesis which states that self-efficacy has a positive effect on the performance of small and medium industries in the dry culinary field in Bojonegoro is acceptable, with a T-statistic value of 3.140 > 1.96 (critical value of  $\alpha = 0.05$  (5 %)) or greater than T-Table = 2.01063, then the hypothesis is accepted or significant (positive).

**Figure 3. The Inner Model with Bootstrapping T-Statistic Significance Values**



(Source: Output SmartPLS 3.0, 2023)

## DISCUSSION

### *The Effect of Learning Organization on IKM Performance*

Through the results of this research analysis, it shows that learning organization has a direct, significant and positive influence on the performance of small and medium-sized industries in the field of dry culinary in Bojonegoro. This research is in line with Darmanto & Ariyanti (2021) which states that employee performance is directly linked to a learning organization in a positive and significant way. Because there is a positive relationship between the learning organization and the performance of SME actors, the organization will be able to improve its performance by properly participating in learning activities. As research by Safitri et al. (2018) states that the learning organization has a positive and significant influence on employee performance. The existence of a positive relationship between learning organization and IKM performance means that SMI actors who participate in learning activities by the organization well will be able to improve their performance.

### *The Influence of Price Perception on Purchase Decision.*

Based on the results of the research analysis, it shows that self-efficacy has a direct, significant and positive effect on the performance of small and medium-sized industries in the dry culinary field in Bojonegoro. This research is in line with Widjaja et al. (2022) which states that the self-efficacy variable has a positive influence on business performance. The existence of a positive relationship between self-efficacy and IKM performance means that a high level of good self-efficacy will improve the performance of the IKM itself. As research by Arifin et al. (2021) states that self-efficacy has a positive and significant effect on employee performance. The existence of a positive relationship between self-efficacy and SMI performance means that a high level of good self-efficacy will improve the performance of SMI actors.

## CONCLUSIONS AND RECOMMENDATIONS

Based on the results of research and discussion regarding the effect of learning organization and self-efficacy on the performance of small and medium

industries in the field of dry culinary in Bojonegoro, the following conclusions are obtained: (1) Learning organization has a significant and positive effect on the performance of small and medium industries in the field of dry culinary in Bojonegoro, meaning a learning organization that runs well can contribute and can improve the performance of small and medium industry players in the field of dry culinary in Bojonegoro; (2) Self-efficacy has a significant and positive effect on the performance of small and medium industries in the dry culinary field in Bojonegoro, meaning that the higher the self-efficacy possessed by IKM actors can contribute and be able to improve the performance of small and medium industries in the dry culinary field in Bojonegoro.

Then, based on the results of this study, several suggestions can be used as material for consideration in making decisions that will have a major impact on improving the performance of SME actors, as well as material for consideration for further research. Some of the suggestions that can be considered are as follows: (1) It is hoped that the CEC Bojonegoro Community will continue to provide opportunities for IKM actors to learn and practice new things and skills. This is an effort to encourage IKM actors to be motivated to always learn and develop by providing training, seminars, workshops, and so on that can contribute and have a direct impact on their performance; (2) It is hoped that the CEC Bojonegoro Community will strengthen the belief formed from the learning process that has been passed by previous IKM actors. Armed with the knowledge they have, every SME actor has strong confidence in their ability to complete their tasks or work and can achieve maximum results. So that increasing self-efficacy for each SMI actor, will affect the increase in performance.

#### **FURTHER STUDY**

Future researchers, it is expected to develop research by adding and or using other variables besides the variables used in this study, such as training, knowledge management, motivation, and other variables that theoretically influence the performance of IKM.

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