

# The Mediating Role of Competence on the Effect of Organizational Culture and Readiness To Change on Organizational Entrepreneurship

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## Abstract

**Background** – An increasingly dynamic environment keeps the organization moving. To stay relevant, it is necessary to support readiness for change, especially related to the Human Resources (HR) competence. The sustainability of an organization is influenced by independence through entrepreneurial activities to contribute to independent funds

**Research purposes** – This research aims to determine how readiness to change runs in organizational culture for human resources by improving organizational entrepreneurship competencies

**Design/ Methodology/ Approach** – This study applied quantitative research with survey techniques and SEM AMOS analysis tools. Statements were distributed using a Likert scale of 1-5. Based on the results of the validity and reliability test, it was declared valid and reliable. Before testing the hypothesis with a structural model, a model suitability test (Fit) based on data processing was carried out using the SEM-AMOS analysis tool.

**Results and Discussion** – 1) Organizational culture has a significant effect on Organizational Entrepreneurship. 2) Organizational culture has a significant effect on competence. 3) Organizational culture positively affects organizational entrepreneurship with Competence as a mediator variable. 4) Readiness to change does not have a positive effect on organizational entrepreneurship. 5) Readiness to change in HR has a positive effect on competence. 6) Readiness to change has a positive effect on organizational entrepreneurship with competence as a mediator variable. 7) Competence has a positive effect on organizational entrepreneurship.

**Conclusion** – The influence of readiness for change in human resources on organizational entrepreneurship with competence as a mediator variable resulted in significant and positive results of the influence of independent variables on the dependent variable with human resource competence as a mediator variable.

**Research implications** – This research provides knowledge to readers/ business actors/ stakeholders that the readiness to change human resources towards organizational entrepreneurship with competency as the moderator variable has a significant influence.

**Research limitations** – This research discusses the mediating role of competence on the effect of organizations and readiness to change on organizational entrepreneurship

**Keywords:** Organizational, Culture, Readiness, to Change, Entrepreneurship, Competence

## Abstrak

**Latar Belakang** – Lingkungan yang semakin dinamis membuat organisasi terus bergerak. Agar tetap relevan, diperlukan dukungan kesiapan terhadap perubahan, khususnya terkait kompetensi Sumber Daya Manusia (SDM). Keberlanjutan suatu organisasi dipengaruhi oleh kemandirian melalui kegiatan wirausaha untuk menyumbangkan dana mandiri.

**Tujuan** – Penelitian ini bertujuan untuk mengetahui bagaimana kesiapan perubahan berjalan pada budaya organisasi sumber daya manusia dengan meningkatkan kompetensi kewirausahaan organisasi.

**Desain/ Metodologi/ Pendekatan** – Penelitian ini menggunakan penelitian kuantitatif dengan teknik survei dan alat analisis SEM AMOS. Pernyataan disebarikan dengan menggunakan skala Likert 1-5. Berdasarkan hasil uji validitas dan reliabilitas dinyatakan valid dan reliabel. Sebelum menguji hipotesis dengan model struktural, terlebih dahulu dilakukan uji kesesuaian model (Fit) berdasarkan pengolahan data dengan menggunakan alat analisis SEM-AMOS.



**Hasil dan Pembahasan** – 1) Budaya Organisasi berpengaruh signifikan terhadap Kewirausahaan Organisasi. 2) Budaya organisasi berpengaruh signifikan terhadap kompetensi. 3) Budaya organisasi berpengaruh positif terhadap kewirausahaan organisasi dengan Kompetensi sebagai variabel mediator. 4) Kesiapan untuk berubah tidak berpengaruh positif terhadap kewirausahaan organisasi. 5) Kesiapan perubahan SDM berpengaruh positif terhadap kompetensi. 6) Kesiapan untuk berubah berpengaruh positif terhadap kewirausahaan organisasi dengan kompetensi sebagai variabel mediator. 7) Kompetensi berpengaruh positif terhadap kewirausahaan organisasi.

**Kesimpulan** – Pengaruh kesiapan perubahan sumber daya manusia terhadap kewirausahaan organisasi dengan kompetensi sebagai variabel mediator memberikan hasil yang signifikan dan positif terhadap pengaruh variabel independen terhadap variabel dependen dengan kompetensi sumber daya manusia sebagai variabel mediator.

**Implikasi penelitian** – Penelitian ini memberikan pengetahuan kepada pembaca/pelaku usaha/*stakeholder* bahwasannya kesiapan perubahan sumber daya manusia terhadap kewirausahaan organisasi dengan kompetensi sebagai variabel moderatornya memberikan pengaruh yang signifikan

**Batasan penelitian** – Penelitian ini membahas tentang bagaimana peran mediasi kompetensi terhadap pengaruh organisasi dan kesiapan berubah terhadap kewirausahaan organisasi

**Kata Kunci:** Budaya, Organisasi, Kesiapan, Perubahan, Kewirausahaan, Kompetensi

## INTRODUCTION

Industrial revolution 4.0 incites an interesting discussion in various fields. The concept was first introduced by Professor Klaus Schwab, a well-known economist from Germany and the initiator of the World Economic Forum (WEF) who, through his book, “The Fourth Industrial Revolution,” stated that the industrial revolution 4.0 fundamentally changed the way people live, organize, work, and interact one another. Consequently, conditions of complex change increasingly require the readiness to change for individuals in preparing for future sustainability. The emergence of industrial revolution 4.0 requires humans to be the main capital or important asset in building civilization which has a very large contribution to the sustainability of generations (Sundari, 2019). A globalized world with a series of interrelated procedures/governance requires organizations to find ways to overcome

increasingly large challenges, including how the potential of the organization to adapt to the culture and how to prepare human resources with relevant competencies. Accordingly, building human resources is a development priority in Indonesia due to the low growth rate of human productivity in Indonesia based on data from the Asia Productivity Organization in September 2018. It clearly stated that Indonesia occupies the top position of late productivity growth in ASEAN countries in 2016 with 1.37%. The phenomenon closely linked to the statement from the World Development Forum, World Bank in 2019, that technological developments in the industrial revolution 4.0 quickly changed the landscape of necessary competencies. Thus, competent human resources became a top priority.

This issue may be devastating without changes from individuals in organizations, starting from doing small steps that initiate

independence through stretched efforts such as organizational entrepreneurship.

Historically, the birth of entrepreneurship itself was present as a necessity, as expressed by Richard Cantillon (1734), whom known as the father of modern economics. According to Richard Cantillon (1734), the entrepreneur is a key player in the economy because of the courage in taking risks and transforming resources (Diwanti et al., 2020). An entrepreneur is a visionary figure who dares to make decisions in various conditions. As reinforced by David McClelland, an expert on Human Resources motivation (1961), he argued that the profile of entrepreneurial success no longer seen from the economic function alone, but also other fields of science such as sociology, anthropology, and others.

Based on initial observations of the Nasyiatul Aisyiyah Charity Business Entity of Kendal Regency (BUANA), it has several business units incorporated into business entities. Previous research entitled *The Effect of Nasyiatul Aisyiyah Business on The Development of Its Members Self-Potential: Case Study in Central Java* (Diwanti, 2018) analyzed how BUANA has various potentials and business developments stimulated by its business activists. The everchanging development of the charity business at BUANA Kendal started from the 1960s until now. In contrast, research from al Engelen et 2013 entitled *The Effect of Organizational Culture on Entrepreneurial Orientation: A*

Comparison between Germany and Thailand proved that a hierarchical organizational culture does not influence entrepreneurship. The statement based on a culture that describes its type and divided into a clan, adhocracy, hierarchy and market culture (Guamaradewi, 2018). The clan related to processes that emphasize values such as cohesiveness and participation. Adhocracy culture related to creativity values. In comparison, the hierarchy related to regulations/uniformity. Meanwhile, market culture related to competitiveness/achievement. The research shows that a hierarchical organizational culture where a strong hierarchical structure makes it difficult to bring new ideas forward (Garrett et al., 2006). In addition, the results of the above study proposed that the hierarchical culture is contrary to the principle of risk-taking that affects entrepreneurship's sustainability.

In contrast to the initial research, this investigation emphasized how readiness to change runs in organizational culture for human resources by improving organizational entrepreneurship competencies. So that researchers are interested in conducting further research using the competency theory of Spencer and Spencer on the grounds that this theory is suitable to be applied in the research location.

## LITERATURE REVIEW

### **Blueprint of organizational culture**

In taking organizational culture indicators quoted from (Robbins & Coulter, 2012). In his book, Robbins (1990) argued that organization is the dominant form of the institution in our society. The organization has permeated both our economic activities and our personal lives. Many definitions of organization can be conceptualized, including rational unity in achieving goals, open systems, systems that produce meaning and others. Finally, many problems tend to arise in studying organizational theory, which causes individuals to be critical, such as being keen on answering the questions about how an organization is successful, its structure, and the attitude of leaders and subordinates when faced with an ongoing organizational condition.

### **Organizational entrepreneurship blueprint**

In taking organizational entrepreneurship indicators quoted from theory (Baron & Henry, 2010)

According to Baron & Henry (2010), organizational entrepreneurship is a continuous process and continues to develop and is a unit that can be fully understood through the ability to present something new, how these programs support potential development nascent entrepreneur. Organizational entrepreneurship is the perception of

individuals/employees in viewing organizational activities in motivating employees to develop, developing organizational resources, and organizational performance in maintaining the organization. Entrepreneurship is measured through a scale with the following indicators:

1. Motivation drives the organization in the form of motivation to direct and sustain action
2. Opportunity to try
3. Optimization of the organization's resources
4. Organizational performance.

### **Blueprint of organizational culture**

In taking organizational culture indicators quoted from (Robbins & Coulter, 2012). According to Robbin & Coulter (2012), organizational culture is the shared values, principles of tradition, and ways of doing things that influence the way members of the organization to understand, be inspired and practice. It consists of:

1. Innovation and the courage to take risks  
How much encouragement is given for motivation and being able to take risks?
2. Attention to work details  
How much hope to show thoroughness, analysis, and attention to detail.
3. Results-oriented  
How focused management on results rather than the techniques and processes.

4. Work-oriented  
How important management decisions affect the organization.
5. Team-oriented  
How many activities in work are carried out as a team.
6. Active and competitive attitude  
How many individuals have active characteristics and dare to compete
7. Work stability  
The degree to which the organization presses to maintain the status quo rather than grow

### ***Blueprint of readiness for change***

In taking indicators of readiness for change, it is quoted from Holt's theory (2007). According to Holt et al. (2007), readiness for change is defined as a comprehensive attitude influenced jointly by the core (what is changed), the process (how the change is implemented), the context (the circumstances in which the change occurs), and the individual (the characteristics to be changed). Organizational ability to effect change is highly encouraged there is performance that supports and ongoing dynamics (Widianto et al., 2021).

Readiness to change is measured by employee perceptions with the following indicators:

1. Suitability for change  
Refers to the need for change and finds specific changes that are beneficial to the organization

2. Management/ social support  
There is social/ management support from friends and leaders for change.
3. Motivation in readiness to change/ Self-efficacy  
Individual's confidence in the ability to perform tasks.
4. Improving personal competence/ valence  
Through job/ career achievement.

### ***Human Resource Competency Theory***

According to (Meria & Tamzil, 2021), competence is part of an individual's personality which is relatively deep and stable and can be observed, measured from the behavior concerned at work or in various situations. What is done in the workplace, the work obtained, and the level of work achievement achieved by a person can be sourced from individual characteristics influenced by one or a combination of five different types of competence sources (Bauman & Lucy, 2021). An effective behavior at work or in certain situations is a reflection of one's competence, as described below (Meria & Tamzil, 2021).

### **RESEARCH METHODOLOGY**

This quantitative research applied survey techniques and SEM AMOS analysis tools. Statements distributed using a Likert scale of 1-5. Based on the results of the validity and reliability test, it declared valid and reliable. Before testing the hypothesis with a structural model, a model suitability test



(Fit) based on data processing carried out using the SEM-AMOS analysis tool. As a result, the fit model met along with the value of Degree f. Goodness of fit model. This study designed to examine the effect of each variable Organizational Culture ( $X_1$ ), HR Readiness to Change variable ( $X_2$ ), to Organizational Entrepreneurship (Y) through Competence as Intervening Variable. This study uses a questionnaire with a number of samples from the population as main data collection tool. This meant for explanation (explanatory) namely providing an explanation of the relationship between variables through hypothesis testing. This research tested with structural covariance based research instruments.

Equation Modeling (SEM). Structural model as one type of test analysis suitability in research, is used to determine the direct effect as well as indirectly from exogenous variables to endogenous variables. Use SEM AMOS is because the research model that is modeled must be tested simultaneously moreover there is mediation (not just multiple and ordinary regression).

The next step that must be taken is to fulfill the SEM assumptions as follows:

1. The minimum sample size that must be met in modeling amounted to 100 using <5 variables in the study (Jr et al., 2018).
2. The normality of the data distribution must be analyzed to see whether the assumptions normality met so that the

data can be further analyzed for SEM modelling. Normality test needs to be done for normality univariate or multivariate where several variables are used together in the final analysis. In this study normality testing is done by looking at the curricular coefficient and skewness. In a manner the detailed data are considered normally distributed, both univariately and multivariately if the CR (Critical Ratio) on skewness is between -2.58 to 2.58 with a significance level of 0.01 (1%).

3. Outliers, are observations that appear with extreme good values univariately, because of the combination of unique characteristics it has looks very much different from other observations. Outliers appear with four categories namely:
  - a. Outliers occur due to procedural errors such as internal errors entering data or in data coding
  - b. Outliers occur due to really special circumstances allows profit data to be other, but researchers have an explanation as to what caused its occurrence of extreme values
  - c. Outliers occur within the existing range of values, but when combined with other variables, the combination becomes not extreme in other words multivariate outliers
  - d. The multicollinearity of the singularity can be detected through the

determinant covariance matrix. The determinant value of the covariance matrix is very small gives an indication of the existence of multicollinearity or singularity problems

## RESULTS AND DISCUSSION

### Respondents Overview

The respondents involved 107 females (89%) and 13 males (11%) of the total sample. In terms of age, respondents have varying ages ranging from ages between 20 years to more than 35 years. Total respondents below 35 were 47 people (39%), respondents aged between 36 years to 45 years were 54 people (45%), and respondents aged over 45 years were 19 people (16%). Apart from demographics related to gender and age, which will used as control constructs later, the analysis also looks at the level of education, years of service, and position. In terms of education level, respondents in this study had various educational levels from high school/equivalent to Strata 2 (S2). The majority of respondents have the latest education level at bachelor degree with 85 people (71%), high school and equivalent with 19 people (16%), Diploma degree with 5 people (4%) and master degree with 11 people (9 %). In terms of tenure, more than half of the total respondents had more than 5 years of service with 61 people (51%), followed by 39 people who had 1-5 years of service (32%), less than 1 year of service

amounted to 20 people (17%). In terms of position (work unit), 101 people (84%) are members, 13 people (11%) are unit managers, and 6 people are coordinators (5%).

### Validity and Reliability Test

The initial analysis carried out before testing the measurement and the structural models to analyze Outliers and Missing Value. In the data, there were no outliers, as well as missing values. There were no answered that were not fill in because the incoming answers recorded through google form. Normality evaluation requires a minimum Critical skewness value of (+/-) 2.58 for each indicator. Based on the value of the normality test, it could said that the data was normal.

The validity test carried out in two stages, and the first was the convergent validity test. Jr et al. (2018) stated that the convergent validity test criteria said to be valid if the Factor Loading indicator value is more than 0.4 but below 0.7 (between 0.41 to 0.69). For indicators with a Loading Factor of less than 0.4, it must deleted. Table 1 showed the factor loading value for each construct with each number of indicators using a Likert scale of 1 to 5 from strongly disagree to strongly agree. Based on the results of the validity test, it shows that all the results are valid where the loading value  $> 0.4 / > 0.7$ .

The reliability test commonly used test is Cronbach's alpha and Construct reliability 0.70 (Jr et al. 2018). However, there are differences from experts regarding the indicators of the reliability value. Based on the data processing results through Cronbach's Alpha and Construct Reliability values for all constructs, all values have Cronbach's Alpha values of  $>0.70$ . Furthermore, the value of Construct Reliability for each construct was in the threshold of more than 0.70. Therefore, all constructs were reliable. Before testing the hypothesis with a structural model, a model suitability test (Fit) based on data processing was carried out using the SEM-AMOS analysis tool. According to Daniel and Field (2007), a model is Fit or in accordance with the model of CMIN/Df, GOF, RMSEA, TLI values. Based on the fit model, the first evaluation was conducted by looking at the Chi-square/Degree of freedom value. The goodness of fit model is said to be fulfilled if the value is greater than  $>0.9$ , and the results show that the GoF value was 0.685 with a Chi-square value of 543.143 and a Degree of freedom of 164. The fit model was met since the P-value was  $< 0.001$ . The degree of freedom/ the simpler the model, the higher the CMIN/DF value and the CMIN/DF data was greater than 2 Daniel and Field (2007).

### Model Fit

The next evaluation that can be used to test the model's suitability was to look at the

Tenenhaus GoF (GoF) value. Daniel and Field (2007) explained that the model is said to have conformity if it has a value of 0.9. the result GoF value of 0.685, which means that the research model had a moderate fit. It was based on the results of standardized Regression Weights (group number 1 - default model). The hypothesis testing of  $H_1$ ,  $H_2$ ,  $H_4$ ,  $H_5$ , and  $H_7$  can be seen in full in the table and path analysis, and there was a positive influence between organizational culture on organizational entrepreneurship ( $p < 0.01$ ), thus  $H_1$  was supported. Organizational culture positively affected competence ( $p < 0.01$ ), hence  $H_2$  is supported. Readiness to change did not have a positive effect on organizational entrepreneurship because ( $p > 0.01$ ), and  $H_4$  was not supported. Readiness to change had a positive effect on competence ( $p < 0.01$ ), and  $H_5$  is supported. Meanwhile, competence had a positive effect on organizational entrepreneurship ( $p < 0.01$ ), and  $H_7$  was supported.

The results of the output regression weight in the full model had seven causal relationships. Of the seven relationships, six relationships had a CR value of  $>2.00$  and a significance of  $<0.05$ , so the relationship had a significant effect. Hence the hypothesis was accepted. There was a relationship with a CR value  $<2.00$  and a p-value  $>0.05$ , so the relationship between the two variables was not significant.



The results of the calculation of the goodness of fit criteria using the Amos program indicate that the SEM analysis in this study could be accepted according to the model (model fit). Hypothesis testing done by looking at the significance of the estimated value, critical ratio, and probability. Based on the results of Amos analysis, as seen in the results of the regression weight structural equation modeling, it summarized the causality relationships of all constructs that made up the structural equation model. Thus, the characteristics of each relationship known, both the magnitude of the correlation value and the direction of the relationship between the two constructs (positive or negative), so the evaluation and analysis of each hypothesis could be carried out.

To test the model with the mediating construct, further analysis was needed regarding the exploration of mediation mechanisms with the approach of Zhao et al (2018). The approach of Zhao et al (2018) provided a more complete description of mediation analysis. They stated that there are two types of non-mediary/non-mediating, as follows:

1. Direct-only non-mediation: It occurs when the direct effect is significant, but the indirect effect is not significant.

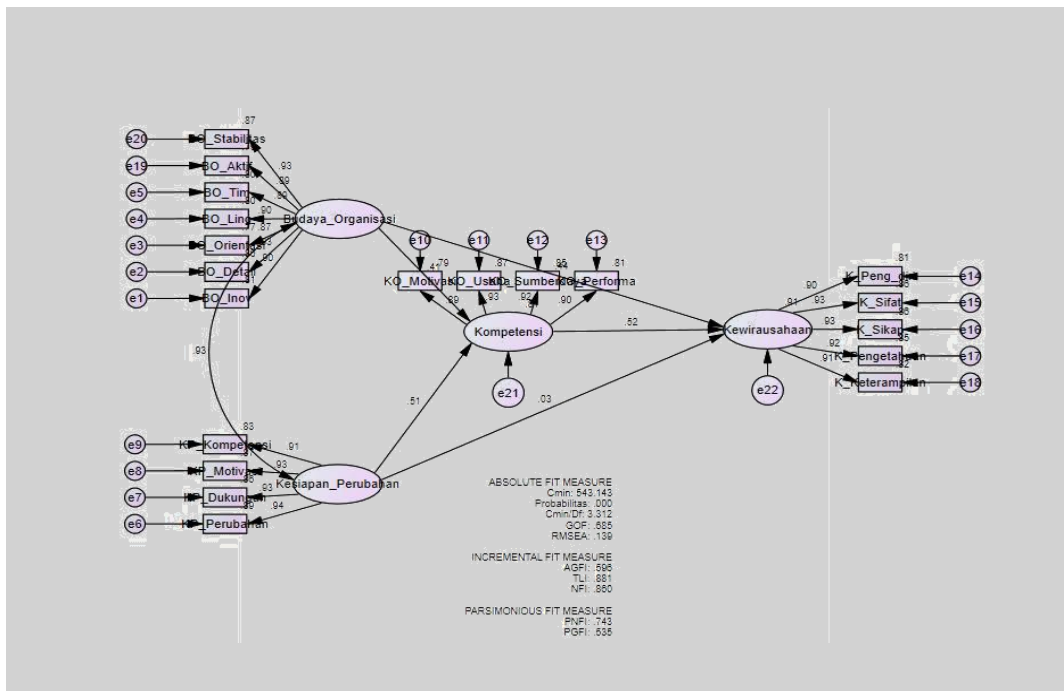
2. No influence, no mediation (no-effect, non-mediation)

Both direct and indirect effects are not significant. Meanwhile, there are three types of mediating effects:

1. Complementary mediation. The indirect and direct effects are both significant and have the same direction.
2. Competitive mediation. Indirect and direct effects are both significant and have opposite directions.
3. Only indirect effect, mediation (Indirect-only mediation). The indirect effect is significant, the direct but effect is not significant.

The mediating effect did not occur at all in the case of direct-only non-mediation and no-effect no mediation. Meanwhile, the effect of mediation with the concepts of complementary mediation and competitive mediation is similar to the concept of partial mediation according to Behram & Özdemirci (2014), while indirect-only mediation is similar to the concept of full mediation according to Behram & Özdemirci (2014).

The following answers hypotheses H<sub>3</sub> and H<sub>6</sub> where Hypothesis H<sub>3</sub> stated that organizational culture increases organizational entrepreneurship through competence and H<sub>6</sub> proposed that readiness to change increases organizational entrepreneurship through competence



**Figure 1.** A Model suitability test (Fit) based on data processing was carried out using the SEM-AMOS analysis tool.

Table 1

Model suitability test (Fit) based on data processing carried out using the SEM-AMOS analysis tool

Type Goodness of fit model	Goodness of fit index Model	Recommended Value	Result
Absoulte fit measures	Chi-square ( $\chi^2$ )/CMIN	Diharapkan kecil	543,143
	Degrees of freedom/Df		164
	CMIN/Df	$2 \leq \text{Nomed } \chi^2 \geq$	3,312
	p	$> 0,05$	0,000
	GOF	$\geq 0,90$	0,685
	RMSEA	$\leq 0,08$	0,139
Incremental Fit Indices	AGFI	$\geq 0,90$	0,596
	TLI	$\geq 0,90$	0,881
	NFI	$\geq 0,90$	0,86
Parcimonius fit Indices	PNFI	$\geq 0,90$	0,743
	PGFI	$\geq 0,90$	0,535

### Managerial Implications

The better the organizational culture on Naswiatul Aisyiah charity company/ BUANA the better Entrepreneurship of the managing organization in the BUANA. Organizational Culture can increase against entrepreneurship where it is existing agreements on the vision-mission can well

executed by individuals and team. Also the better the organizational culture, then the higher the competence of the manager EARTH. HR competence can increases by strengthening values or rules that need to drive motivation both for yourself and for the team progress of individual competence as well team/organization.

Based on the results of data analysis:

1. Organizational culture has a positive effect on organizational entrepreneurship in Nasyiatul 'Aisyiyah Charity Business Entity, Kendal Regency. The better the culture organization in the charity business entity Nasyiatul Aisyiyah/ BUANA, the more both organizational entrepreneurship within the BUANA. Organizational Culture can increase towards entrepreneurship where there are agreements that in the vision and mission can implemented properly by individuals and teams. Studies about entrepreneurship confirms that there is a pattern of reciprocal relationships between the entrepreneurial characteristics of the pattern of habituation or culture that originates from the environment also shape the characteristics of entrepreneurs or boosters in this case BUANA manager. It based on reinforcing manager behavior entrepreneurial activity through habituation carried out such as evaluation or activity briefing, delivery of BUANA progress. The culture that built will take a role in the development of entrepreneurial activity though still few have studied organizational culture on entrepreneurial activity organization.
2. Readiness to change has no direct effect on organizational entrepreneurship in the Nasyiatul 'Aisyiyah Regency

Charitable Enterprise Kendal. There is an interesting finding that when readiness to change has value mean is very high and organizational entrepreneurship is very high but it turns out does not have a unidirectional relationship, this means that even though it is very motivated to change but do not yet know the benefits of that change will be obtained. The impact that arises when HR competencies are not ready being forced to change will actually have an impact on HR resistance. This means that there is a full mediation effect so that the indirect effect is significant but the direct effect is not significant. Readiness to change will influence on entrepreneurship must be through competence. So when variable readiness to change directly on entrepreneurship then does not exist influence. Readiness to change cannot be effected directly without the existence of bridging competencies means that entrepreneurship will run well in responding to changes in the presence of resource competencies human like good communication skills.

3. Organizational culture influences the competence of human resources in Nasyiatul 'Aisyiyah Charity Business Entity, Kendal Regency. The better the culture organization, the higher the competence possessed by BUANA managers. The values that are believed

by managers about the truth will encourage competence improvement owned by managers who will directly impact on BUANA.

4. Readiness to change affects the competence of human resources at the Nasyiatul 'Aisyiyah Charitable Enterprise, Kendal Regency. Better readiness to change then competence is increasing. Enhancement competence can be done by providing a knowledge transfer process between members of the organization. Readiness to change is related to competence honed through training, especially regarding the flow of business unit services both to relations and consumers so that managers do not hesitate in give service
5. Human resource competence mediates influential organizational culture towards organizational entrepreneurship in the Nasyiatul 'Aisyiyah Charitable Enterprise Kendal County. The meaning is to improve organizational culture towards organizational entrepreneurship in BUANA Kendal Regency is needed HR competence with partial mediation of organizational culture will have an effect towards entrepreneurship can be influenced by other factors beyond HR competence either directly or indirectly. the influence of organizational culture on organizational entrepreneurship through competence is a partial

mediation where Indirect and direct effects are both significant and have a direction the same one.

6. Organizational culture will influence directly or indirectly on Entrepreneurship through competence where competence is as it is communication skills and knowledge will bridge the transformation of well-managed values.
7. Human resource competence mediates readiness to change influence on organizational entrepreneurship in the Nasyiatul Charity Business Entity 'Aisyiyah Kendal Regency. Its meaning is to increase readiness for change towards organizational entrepreneurship absolutely requires HR competence. This means that because there is a full mediation effect so that the effect is indirect significant but the direct effect is not significant. Readiness to change will affect entrepreneurship by having to go through competence.
8. Human resource competence influences organizational entrepreneurship at the Nasyiatul 'Aisyiyah Charitable Enterprise, Kendal Regency. Better competence of human resources then organizational entrepreneurship is increasingly increase. The abilities possessed by BUANA activists who are motivated by Entrepreneurial activity makes it stronger. Organizational entrepreneurship is the innovative

behavior of BUANA managers will be oriented towards growth and progress of each business unit. Organizational entrepreneurship as a sustainable competitive advantage where it determines development of organizational resources. Entrepreneurship itself implies the values and attitudes of managers to be motivated to start something business. The existence of innovation is the main characteristic of entrepreneurship so

that the behavior of business activists can be shown when innovating.

## CONCLUSIONS

The influence of readiness for change in human resources on organizational entrepreneurship with competence as a mediator variable resulted in significant and positive results of the influence of independent variables on the dependent variable with human resource competence as a mediator variable.

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