

# INTERNATIONAL JOURNAL OF MULTIDISCIPLINARY: APPLIED BUSINESS AND EDUCATION RESEARCH

2026, Vol. 7, No. 10, 4365 – 4375

<http://dx.doi.org/10.11594/ijmaber.07.10.10>

---

## Research Article

### Influence of Entrepreneurial Competencies on Business Performance and The Moderating Role of Resource Provisions

Ernell B. Gutierrez, Rommel C. De Vera, Menrado V. Cajayon, Juvy Ann A. Tugonon, Ronalyn V. Caballero

Emilio Aguinaldo College, Cavite, Philippines

---

#### Article history:

Submission 30 September 2026

Revised 15 September 2026

Accepted 23 October 2026

#### \*Corresponding author:

E-mail:

[ernell.gutierrez@eac.edu.ph](mailto:ernell.gutierrez@eac.edu.ph)

#### ABSTRACT

Entrepreneurial competencies that are composed of skills, knowledge, and personal characteristics have now been found to be crucial for business performance. In this regard, this research focuses on how entrepreneurial competencies affect business performance and the moderating effect of resource provision. Based on survey analysis of 227 purposefully chosen respondents using multiple regression techniques, it is shown that managerial skill, innovativeness, and adaptability have positive effects on performance, in alignment with recent research findings that innovation competencies and strategic orientation positively influence entrepreneurship. Furthermore, resource availability, technology usage, and organizational assistance enhance the competence-performance link, thus indicating the contingency of resource value in an entrepreneurial setting. This study adds to the body of competency-based literature by providing empirical evidence of how the complementarities between capabilities and resources are responsible for firm success, consistent with other research pointing out that retail revolution and growth require both competencies and systemic factors. Implications of this work emphasize the importance of an integrated approach to the development of entrepreneurial competencies and the provision of resources.

**Keywords:** *Business Performance, Efficiency, Entrepreneurial Competencies, Entrepreneurship, Productivity*

---

#### Introduction

As seen in the study by Soomro, Memon, & Soomro (2025), entrepreneurial competencies continue to be essential in explaining business performance, especially regarding MSMEs and nascent businesses. Entrepreneurs who have

skills such as opportunity identification, strategic thinking, risk-taking, and creativity tend to perform well and benefit their firms considerably. Competencies, according to Gohel (2025), are both personal competencies and capabilities of organizations that contribute to the

---

#### How to cite:

Gutierrez, E. B., De Vera, R. C., Cajayon, M. V., Tugonon, J. A. A., & Caballero, R. V. (2026). Influence of Entrepreneurial Competencies on Business Performance and The Moderating Role of Resource Provisions. *International Journal of Multidisciplinary: Applied Business and Education Research*. 7(10), 4365 – 4375. doi: 10.11594/ijmaber.07.10.10

competitive advantage of organizations in the changing environment; nevertheless, the performance impact of entrepreneurial competencies on organizations depends on resource provision to some degree. Access to finance, institutions, and technology can serve as either an enhancer or a hindrance to the effectiveness of entrepreneurial competencies. Entrepreneurs who have effective decision-making and opportunity identification abilities can be unable to capitalize on opportunities due to a lack of financing or institutional backing, whereas having plenty of resources can enhance the value of competencies through increasing innovativeness and flexibility (Acheampong et al., 2025; Cheng & Chen, 2025). Hence, studying the effect of resource provisions as a moderator of the relationship between entrepreneurial competencies and firm performance offers a deeper insight into this association.

The significance of entrepreneurial competencies in contributing to business success in the current era of dynamism and competition has been established for quite some time now. This is because entrepreneurial competencies, which range from being able to recognize opportunities, manage risks, and innovate to being able to think strategically and network, provide entrepreneurs with the skills and mindset that enable them to survive in an environment full of uncertainties and ensure sustained growth. With businesses coming up against greater challenges in the form of global changes, technological disruption, and changing customer demands, the capability of the entrepreneurs to utilize these competencies determines their performance level.

Entrepreneurial competencies are well-known to be essential factors in influencing business performance, allowing the entrepreneur to spot opportunities, innovate, mitigate risks, and steer their organization towards success. Entrepreneurial competencies such as strategy, networking, problem-solving, and adaptability constitute the key components on which businesses can succeed. Nonetheless, the impact of entrepreneurial competencies on the success of a business to a large degree depends on the presence of adequate resources. Financial capital, technological facilities, human resources, and institutional support play a crucial

role in facilitating or inhibiting the effect of entrepreneurial competencies on business performance. For example, an entrepreneur with high opportunity identification competence will be unable to take advantage of market opportunities due to a lack of financial capital or human resources.

In this research, the focus is not only on studying the important impact of entrepreneurs' skills on business performance but also on analysing the moderating effect of resources provided, showing the relationship between personal skills and the environment.

## **Methods**

The research is quantitative research, which involved the application of simple regression analysis for assessing the direct effect of entrepreneurial competencies on business performance, and moderation analysis for assessing the moderating effect of resource provisions.

The Multiple Linear Regression Analysis was used in order to find the significant effect of entrepreneurial competencies on business performance, while the Hierarchical Moderation Analysis was used to find out whether resource provisions enhance or diminish this effect. The tests were statistically significant at  $p < 0.05$ .

## **Sample and Sampling**

Purposive sampling was used in order to ensure that the participants had some specific qualities required for conducting the research. Thus, the sample included 227 respondents with the following requirements: micro and small business owners or managers with at least five years of business running experience and involvement in the retail business.

Thus, the sample included representatives of various retail businesses, which helps in obtaining data on the enterprises that have passed through the crucial period of their development. It increases the reliability of results because stable competencies and resource usage can be expected from the enterprises.

## **Source of Data**

The data were collected from a standardized questionnaire that aims to gauge the levels of entrepreneurship competency (Jucom, J,

2025), performance of businesses (Hassan Dauda Yahaya & Gunalan Nadarajah, 2023; Catherine A. Maritan & Gwendolyn K. Lee,

2017; George Krasadakis, 2021; Nekha Roy Rabisha & Dr. K. Sankar Singh).

*Table 1. Influence of EC on BP*

| <b>Goal Setting</b> influencing: | <b>R</b> | <b>R<sup>2</sup></b> | <b>Sig</b> | <b>Int</b>  |
|----------------------------------|----------|----------------------|------------|-------------|
| Strategic Orientation            | 0.69     | 0.49                 | 0.000      | Significant |
| Innovation and Growth            | 0.68     | 0.46                 | 0.000      | Significant |
| Resource Allocation              | 0.65     | 0.42                 | 0.000      | Significant |
| Performance Management           | 0.60     | 0.36                 | 0.000      | Significant |

*\*\*Significant at alpha 0.05*

From the results obtained through the regression analysis, it is evident that goal setting plays a significant influence on various aspects of organizational operations. Among these factors, strategic orientation proved to be the most significantly affected aspect of organizational operations. This implies that goal setting is done in such a way that there is alignment and direction for business processes. According to Feng Hu et al. (2025), when employees have a clear view of the strategic goal ("strategic goal sight"), they will behave in ways that support the organization's desired orientation. This aspect can be enhanced by clear communication of goals and their linkage to the organizational strategy. Entrepreneurial goal setters are in a good position to develop their strategies to cope with changing environments and competition. *Goal setting was noted by Feng Hu (2025) as the means through which strategic orientation becomes practical in organizations. It ensures that instead of just knowing about the strategy, employees will be actively implementing the strategy in their day-to-day activities. According to Kumari, S & Dash, S. (2025), goal setting is critical to performance management as it not only increases the productivity of the employees but also ensures effective implementation of organizational strategies. Hence, goal setting became the primary driver of organizational performance. Likewise, Innovation and Growth ( $R = 0.68$ ,  $R^2 = 0.46$ ,  $p < 0.001$ ) were significantly impacted by goal setting. This observation aligns well with the SMART goal approach, which stresses specificity, measurement,*

*attainability, relevance, and time-boundness for fostering innovation (FasterCapital, 2024).* Entrepreneurs whose objectives are challenging but realistic have a higher chance of innovating and expanding their activities, strengthening the connection between strategic thinking and competitiveness. However, resource allocation ( $R = 0.65$ ,  $R^2 = 0.42$ ,  $p < 0.001$ ) was also positively affected, implying that goal setting allows entrepreneurs to distribute resources effectively. It supports the resource-based theory, according to which strategic use of resources is important for gaining performance advantages. Ingle (2025) suggests that effective resource allocation involves matching capital expenditures and operating expenses, adjusting workforce qualifications to projects, and using scalable information technologies. In combination with goal setting, such measures help entrepreneurs improve ROI and ensure competitive advantage in competitive environments. Finally, performance management ( $R = 0.60$ ,  $R^2 = 0.36$ ,  $p < 0.001$ ) was impacted by goal setting. This means that goals are used as criteria for monitoring performance and evaluating success. Entrepreneurs who integrate goal setting into the performance management process have more chances to evaluate their actions, detect deficiencies, and take measures to improve performance. Handley (2026) pointed out that entrepreneurs who use systematic performance goals and monitor them have better outcomes 90% of the time compared to those who set themselves general goals like "do your best".

Table 1.1 Beta Coefficients

| <b>Independent Variables:</b> | <b>B</b> | <b>Sig</b> | <b>Int</b>  |
|-------------------------------|----------|------------|-------------|
| Strategic Orientation         | 0.79     | 0.000      | Significant |
| Innovation and Growth         | 0.75     | 0.000      | Significant |
| Resource Allocation           | 0.70     | 0.000      | Significant |
| Performance Management        | 0.72     | 0.000      | Significant |

**\*\*Significant at alpha 0.05**

According to the regression analysis, all four independent variables, such as strategic orientation, innovation and growth, resource allocation, and performance management, have significant positive impacts on business performance since their p-values are much lower than the significance level of 0.05. The beta coefficient (B) represents the strength of predictors in explaining performance outcomes.

Strategic Orientation (B=0.79) is one of the most powerful predictors, and it demonstrates that having a strategic orientation plays a crucial role in the business. Being well-oriented with strategies and being consistent with them helps entrepreneurs obtain competitive advantages and sustainable performance.

Innovation (B=0.75) is another influential predictor and helps the entrepreneur to understand how crucial innovation is for business development. Goal-oriented innovation helps organizations become flexible, grow, and develop, and Effective Allocation (B=0.70) of resources, including financial, human, and technology resources, positively affects the performance of the business. This means that entrepreneurs need to focus on resource allocation depending on the strategy, and last but not least important is Performance Management (B=0.72). It consists of monitoring, evaluation, and feedback that should be provided by entrepreneurs to sustain performance.

Table 2: Influence of EC on BP

| <b>Opportunity Seeking</b> influencing: | <b>R</b> | <b>R<sup>2</sup></b> | <b>Sig</b> | <b>Int</b>  |
|-----------------------------------------|----------|----------------------|------------|-------------|
| Strategic Orientation                   | 0.60     | 0.36                 | 0.000      | Significant |
| Innovation and Growth                   | 0.55     | 0.30                 | 0.000      | Significant |
| Resource Allocation                     | 0.59     | 0.34                 | 0.000      | Significant |
| Performance Management                  | 0.50     | 0.25                 | 0.000      | Significant |

**\*\*Significant at alpha 0.05**

Opportunity seeking is one of the factors that significantly improves strategic orientation ( $R = 0.60$ ,  $R^2 = 0.36$ ,  $p < 0.001$ ). It shows that entrepreneurs who seek opportunities are better at orienting strategies towards market demands and maintaining competitiveness. In addition, Opportunity seeking helps entrepreneurs innovate and grow ( $R = 0.55$ ,  $R^2 = 0.30$ ,  $p < 0.001$ ), providing an explanation of the performance variance. Entrepreneurs who can identify opportunities and use them are more likely to develop new products, services, and innovations, thus confirming a connection between proactive activity and growth. Next, Effective opportunity seeking has an impact on resource allocation ( $R = 0.59$ ,  $R^2 = 0.34$ ,  $p <$

$0.001$ ), accounting for thirty-four percent of the variance. This means that entrepreneurs who can see opportunities are in a better position to allocate the necessary resources efficiently. Finally, Opportunity seeking affects performance management ( $R = 0.50$ ,  $R^2 = 0.25$ ,  $p < 0.001$ ), accounting for twenty-five percent of the variance. Entrepreneurs who define goals based on opportunities can easily manage the performance, evaluate results, and make adjustments.

This evidence confirms the concept of entrepreneurial competencies, where opportunity recognition is one of the major drivers of successful business operations. It has recently been proven that the behaviour of seeking

opportunities can be considered the driver of strategic agility and innovation capabilities. For example, according to Drakaki (2024), entrepreneurship in knowledge-intensive SMEs is enhanced when entrepreneurs pursue opportunities consistent with the innovation strategy. Also, Malhotra & Kiran (2025) state that setting goals for opportunities can contribute to effective entrepreneurial skills development by promoting behavioural intention and business success. In addition, the findings are congruent with the RBV approach, where opportunity recognition contributes to the optimal use of scarce resources. According to Saleh & Patrick (2025), the combination of organizational learning and opportunity

seeking competencies enables efficient resource allocation.

Furthermore, the GEM Global Report (2025-2026) shows that entrepreneurs who incorporate opportunity recognition into their performance management systems are better suited for volatile market conditions and attain a greater rate of growth than those who opt for more reactionary approaches. Taken together, it seems that rather than being just a personal trait, opportunity seeking is a competency that affects various aspects of firm performance. By impacting strategic orientation, innovation, resource management, and performance management, opportunity seeking serves as a multiplier of entrepreneurial success.

*Table 2.1 Beta Coefficients*

| <b>Independent Variables:</b> | <b>B</b> | <b>Sig</b> | <b>Int</b>  |
|-------------------------------|----------|------------|-------------|
| Strategic Orientation         | 0.76     | 0.000      | Significant |
| Innovation and Growth         | 0.67     | 0.000      | Significant |
| Resource Allocation           | 0.74     | 0.000      | Significant |
| Performance Management        | 0.63     | 0.000      | Significant |

*\*\*Significant at alpha 0.05*

Opportunity Seeking (B= 0.76) demonstrates the greatest influence, which implies that entrepreneurial skills play an important role in developing and implementing the strategic orientation of companies. A high beta means that the influence of opportunity seeking and competency development will be strongest at the implementation stage in terms of strategic orientation towards opportunities in the market. Malhotra & Kiran (2025) established that entrepreneurship training and competency development affect behavioural intention and business success directly. Likewise, Saleh & Patrick (2025) stressed that organizational learning intensifies the influence of entrepreneurial skills on resource allocation and SMEs' performance.

Resource allocation (0.74), too, becomes an important dimension. The high beta coefficient

reveals that competencies help entrepreneurs allocate financial, human, and technology resources efficiently. Conversely, the innovation and growth (B = 0.67) dimensions are also greatly affected by competencies. This is because competencies create conditions for fostering innovation, developing products, and growing in business. In such a case, those entrepreneurs who develop competencies can innovate and grow in their businesses.

Finally, the performance management (B = 0.63) dimension is greatly affected by competencies. Through competencies, entrepreneurs can set benchmarks for measuring results and take appropriate actions if there are any deviations. Competency-based performance management systems improve accountability and sustainability.

*Table 3: Influence of EC on BP*

| <b>Systematic Planning and Monitoring influencing:</b> | <b>R</b> | <b>R<sup>2</sup></b> | <b>Sig</b> | <b>Int</b>  |
|--------------------------------------------------------|----------|----------------------|------------|-------------|
| Strategic Orientation                                  | 0.63     | 0.39                 | 0.000      | Significant |
| Innovation and Growth                                  | 0.60     | 0.36                 | 0.000      | Significant |

| <b>Systematic Planning and Monitoring</b> influencing: | <b>R</b> | <b>R<sup>2</sup></b> | <b>Sig</b> | <b>Int</b>  |
|--------------------------------------------------------|----------|----------------------|------------|-------------|
| Resource Allocation                                    | 0.61     | 0.33                 | 0.000      | Significant |
| Performance Management                                 | 0.59     | 0.35                 | 0.000      | Significant |

**\*\* Significant at alpha 0.05**

Results show that SPM as entrepreneurial competency has a strong effect on business performance (BP). The medium to high correlation ( $R = 0.59-0.63$ ) and the high degree of explained variance ( $R^2 = 0.33-0.39$ ) clearly indicate that systematic entrepreneurial behaviour is essential for achieving organizational success.

Strategy orientation turns out to be the most impacted dimension. With the highest correlation ( $R = 0.63$ ), it can be assumed that organizations that have the ability to incorporate SPM into their entrepreneurial skills can better manage to align their actions with their strategic goals. Thus, the assumption of Balakrishnan & Rehin (2025) stating that entrepreneurial orientation in emerging countries leads to innovation and growth because of strategic postures is proven. The opinion shared by Ahmad & Musa (2014) states that strategic orientation is a significant factor in cooperative firm performance.

Planning and monitoring impact innovation and growth as well. A high correlation between the dimensions ( $R = 0.60$ ) means that planning and monitoring provide the right framework to implement innovations. This was supported by Iqbal et al. (2021), who stated that the combination of entrepreneurial orientation with transformational leadership can result in high innovation performance in SMEs. Thus, it shows that SPM does not hinder innovation, but directs it properly.

Resource allocation and performance management, while slightly weaker, remain significant contributors. Mai & Thai (2024) argue that entrepreneurial competencies embedded in organizational systems strengthen the resource-based view (RBV), enabling firms to deploy resources more effectively. This confirms that competencies alone are insufficient unless institutionalized through planning mechanisms. The explained variance (33–35%) suggests that organizations with systematic planning practices are more efficient in deploying resources and more effective in evaluating outcomes. These competencies ensure that entrepreneurial initiatives are not only launched but also sustained through accountability and feedback mechanisms. Pennetta et al. (2023) note that entrepreneurial abilities must be continuously monitored and adapted to remain competitive in uncertain environments. Performance management thus acts as a feedback loop, ensuring entrepreneurial initiatives are sustained and refined.

Systematic planning and monitoring serve as a foundational competency that strengthens the effectiveness of other entrepreneurial dimensions. By institutionalizing structured processes, organizations can transform competencies into measurable performance outcomes. The evidence underscores that discipline in planning and monitoring is a strategic enabler of entrepreneurial success, particularly in driving innovation and aligning organizational direction.

*Table 3.1 Beta Coefficients*

| <b>Independent Variables:</b> | <b>B</b> | <b>Sig</b> | <b>Int</b>  |
|-------------------------------|----------|------------|-------------|
| Strategic Orientation         | 0.71     | 0.000      | Significant |
| Innovation and Growth         | 0.68     | 0.000      | Significant |
| Resource Allocation           | 0.64     | 0.000      | Significant |
| Performance Management        | 0.66     | 0.000      | Significant |

**\*\*Significant at alpha 0.05**

The Strategic Orientation is the key driver with the highest beta (0.71), as strategic orientation has the greatest influence. It implies that firms that have integrated entrepreneurial competencies within their strategy can perform better. Innovation (B = 0.68) comes next to strategic orientation. Planning and monitoring ensure discipline of creativity to result in measurable growth. Likewise, Performance Management is a reinforcing factor (B = 0.66) and implies that feedback and accountability are essential. As Pennetta et al. (2023) say,

entrepreneurial competencies should constantly be monitored and updated to compete successfully under uncertainty. Performance management makes sure that competencies are sustainable and enhanced, while resource allocation is still important (B = 0.64). Mai & Thai (2024) say that the integration of entrepreneurial competencies into organizational structures enhances the resource-based view (RBV) of entrepreneurship, which means that resources are used efficiently.

Table 4: Influence of EC on BP

| Persuasion and Networking influencing: | R    | R <sup>2</sup> | Sig   | Int         |
|----------------------------------------|------|----------------|-------|-------------|
| Strategic Orientation                  | 0.63 | 0.35           | 0.000 | Significant |
| Innovation and Growth                  | 0.60 | 0.34           | 0.000 | Significant |
| Resource Allocation                    | 0.60 | 0.34           | 0.000 | Significant |
| Performance Management                 | 0.58 | 0.31           | 0.000 | Significant |

\*\* Significant at alpha 0.05

Influence of Persuasion and Networking on Strategic Orientation (R = 0.63, R2 = 0.35). Network builders and persuaders will be in a much better position to align their resources with strategic objectives, adapt to changes, and formulate appropriate strategy. This finding is consistent with the Resource-Based View, which argues that unique competencies create sustainable competitive advantage (Mai & Thai, 2024). Influence of Persuasion on Mobilization of Financial, Human, and Technological Resources (R = 0.60, R2 = 0.34). According to Ali, Korir, and Bonuke (2023), the capacity of entrepreneurs to network enhances the performance of SMEs through entrepreneurship competencies. Networking broadens access to ex-

ternal support systems and hence efficient resource allocation. Influence of Persuasion and Networking on Access to Ideas, Partnerships and New Markets (R = 0.60, R2 = 0.34). In their study, Pulka, Ramli, and Mohamad (2021) noted that entrepreneurial competencies influence SMEs' performance directly. Lastly, Performance Management (R = 0.58, R2 = 0.31). While performance management is significant, persuasion and networking have lower influence in this case. Performance management involves internal systems and operational disciplines more than interpersonal competencies. Despite the significance of the latter two factors, internal systems and operational disciplines seem to have a much stronger influence.

Table 4.1 Beta Coefficients

| Independent Variables: | B    | Sig   | Int         |
|------------------------|------|-------|-------------|
| Strategic Orientation  | 0.71 | 0.000 | Significant |
| Innovation and Growth  | 0.69 | 0.000 | Significant |
| Resource Allocation    | 0.69 | 0.000 | Significant |
| Performance Management | 0.66 | 0.000 | Significant |

\*\* Significant at alpha 0.05

Through persuasion and networking, entrepreneurs ensure stakeholder support and strategic fit of the organization's strategy to

opportunities in the environment. This is supported by Dynamic Capabilities Theory, which highlights resource reconfiguration capability

as a response to environmental changes (Teece, 2018). Entrepreneurs who have good networking capabilities are able to foresee changes in the market and use their network to maintain competitive advantage.

Networking gives access to different sources of knowledge, and persuasion ensures buy-in of innovation initiatives. Research proves that entrepreneurial competencies greatly increase innovation capability and growth path of organizations (Ali, Korir, & Bonuke, 2023). The above finding highlights the importance of social capital in fostering innovation. Persuasion allows entrepreneurs to mobilize financial and human resources, and

networking increases the availability of external resources. According to Pulka, Ramli, and Mohamad (2021), entrepreneurial competencies are essential in environments with limited resources, whereby external networks help to compensate for internal limitations. Even though both persuasion and networking foster collaboration and stakeholder alignment, performance management depends more on internal systems than on the above practices. This is why there is a somewhat smaller influence on firm performance due to the moderation of the relationship between managerial control systems and entrepreneurial competencies (Mai & Thai, 2024).

Table 5. Resource Provision moderating EC and BP

| Variables for Moderation                           | B (UnStd) | t    | Sig   | Interpretation                |
|----------------------------------------------------|-----------|------|-------|-------------------------------|
| Entrepreneurial Competencies                       | 0.61      | 6.84 | 0.000 | Strong Positive               |
| Resource Provisions                                | 0.63      | 2.05 | 0.000 | Strong Positive               |
| Entrepreneurial Competencies * Resource Provisions | 1.24      | 8.89 | 0.000 | Strong and Highly Significant |

**\*\*Significant at alpha = 0.05**

Entrepreneurial Competencies ( $B = 0.61$ ,  $p < 0.001$ ) have been found to predict business performance as expected since they are important for any entrepreneur's success. The second independent variable, which has proved to positively affect business performance, is Resource Provisions ( $B = 0.63$ ,  $p < 0.001$ ). It proves that financial, technological, and human resources directly contribute to performance improvement. However, the interaction effect of EC and RP turns out to be high and statistically significant ( $EC \times Resource$  Provisions,  $B = 1.24$ ,  $p < 0.001$ ). It means that the effect of ECs on BP will be increased many times if resources are sufficient.

The interaction effect plays an important role in illustrating that having competencies is not enough because the success of competencies is based on the presence of resources. With the very high beta coefficient ( $B=1.24$ ), it is seen that the supply of resources increases the power of persuasion and networking as well as other competencies in entrepreneurs. Entrepreneurs with good competencies and poor resources will have difficulties in making use of their skills for producing performance

outcomes, while rich resources will make competencies work (Pulka, Ramli, & Mohamad, 2021). For the implications for SMEs, it is shown that two factors should be considered at once: the development of entrepreneurial competencies and provision of sufficient resources. The interaction effect has proven that SMEs can compensate for any resource deficiency if only the competencies are effectively used. At the same time, the interaction effect has proven that the effect of competencies increases with an abundance of resources. In other words, competent entrepreneurs receive even greater effects if the necessary resources are available to them. Furthermore, entrepreneurial success depends on both competencies and resources, but their combination has a multiplication effect. If the entrepreneur has many resources at his disposal, then he receives a greater effect from his competencies, and vice versa.

The resource provisions are considered a mediator because they can improve the relationship between entrepreneurial competencies and the success of businesses. Khuong Ngoc Mai & Quoc Hoang Thai (2024) reported that the importance of ECs in terms of their

impact on success has been recognized by many researchers recently, yet the effectiveness of ECs depends on having sufficient resource provisions (finances, social networks, and institutions), where entrepreneurs can utilize their competencies more effectively due to better performance. Pachón-Palacios & Velosa-Garcia (2024) also pointed out that ECs are not enough without resources (education and finances).

## **Conclusion**

Goal setting acts as an important performance driver in an organization, and the importance is further reinforced when one looks at it through the perspective of strategic management and entrepreneurship. Goals provide direction, focus, and structure, thus converting visionary elements into concrete action pathways that direct the behaviour of the organization. All these are strategic elements that ensure coordination of effort and direction within the organization in line with firm objectives. Goal setting helps to provide performance standards and feedback for organizations in order for them to assess progress and adjust their strategies. In essence, goal setting shows the existence of competencies like strategic thinking and the ability to identify opportunities and implement them effectively.

In the same way, opportunism is an important entrepreneurial skill and has a positive effect on firm performance. The most important is its impact on strategic orientation because entrepreneurs who seek opportunities are able to match their strategies with changes in the market situation and long-term goals. Opportunism is also important for resource management. It means that the entrepreneur can use and allocate different types of resources - financial, human, and technological. Innovation and growth through an opportunity-seeking approach show that entrepreneurship is related to creativity and development; however, there are other factors (risk-taking and resilience) that should also be considered. Lastly, Finally, the impact on performance management is not strong, but still significant. In the same way, systematic planning and monitoring constitute an entrepreneurial competence that facilitates organizational

success. The highest level of correlation is found with strategic orientation, meaning that systematic planning and monitoring help entrepreneurs align their strategies with objectives and respond to environmental changes. In a similar vein, the correlation with innovation and growth indicates that systematic planning creates a basis for spotting opportunities and minimizing risks, hence stimulating innovation and growth. Moreover, the correlation with resource allocation proves that systematic planning allows entrepreneurs to allocate resources more effectively, so scarce resources can be used where they are most needed. Finally, the correlation with performance management confirms that monitoring mechanisms increase accountability and evaluation; however, the lower correlation means that management control systems complement performance management.

Networking and persuasion as entrepreneurial skills have a great impact on business performance in terms of strategic orientation, innovation and growth, resource allocation, and performance management. The most prominent connection is established with strategic orientation, and this means that entrepreneurs who possess strong persuasion and networking skills find themselves more able to fit their strategies to the outside world. This evidence supports the social capital approach that stresses the importance of networks and networking skills, since they provide the entrepreneur with more information and connections, which, in turn, helps with strategic flexibility. As for the impact on innovation and growth, it can be seen that persuasion and networking skills promote creativity and growth because they enable the entrepreneur to get external assistance, connections, and resources needed for innovation. Likewise, the effect on resource allocation can be explained by the fact that networking helps to mobilize financial, technological, and human capital, while persuasion makes sure that stakeholders support the process.

The role played by resource provisions greatly influences the linkage between EC and BP. The impact of entrepreneurial competencies supports the assumption that skills, knowledge, and personal abilities can

effectively predict firm-level success. Also, the role played by resource provisions independently plays a key role in influencing the performance of businesses, meaning that resources greatly help in fostering success by enabling entrepreneurship. Above all, the interaction effect plays a very influential and significant part in ensuring that the positive effect of competencies on performance gets intensified when resource provisions exist. Generally, the results have proved the assumptions made regarding entrepreneurial success being reliant on competencies and resources. Competencies form the foundation, while the provision of resources forms the enablers that facilitate their utilization.

### Acknowledgement

The author would like to acknowledge Dr. Carl Mark B. Miniano, the Dean of SBAA at EAC Cavite, for his unwavering support and encouragement.

### References

- Alanazi, S. D., & Abu Talib, A. A. (2024). Systematic Literature Review on Strategic Management Practices and Strategic Performance. *WSEAS TRANSACTIONS on BUSINESS and ECONOMICS*, 22, 2067–2078. DOI: 10.37394/23207.2025.22.165
- Ali, B. A., Korir, M., & Bonuke, R. (2023). "Networking capabilities, entrepreneurial competencies, and performance of small and medium enterprises in Kenya. *International Journal of Economics, Business and Management Studies, Online Science Publishing*, 10(2), 63–78. DOI : <https://doi.org/10.55284/ijebms.v10i2.995>
- Andreas, A. T., Asab, A. R., Nautwima, J. P., & Sunde, T. (2025). Entrepreneurial skills and MSE performance: Examining the moderation effect of education on youth-owned businesses. *Cogent Business & Management*, 12(1), 2529977. Taylor & Francis. <https://doi.org/10.1080/23311975.2025.2529977>
- Balakrishnan, R., R., R.K. (2025). Entrepreneurial orientation and innovation performance: an empirical study of tech startups in emerging economies. *J Int Entrep.* <https://doi.org/10.1007/s10843-025-00396-7>
- Drakaki, E. (2024). Entrepreneurial skills as a factor of growth and resilience for SMEs in knowledge-intensive industries. *The Economic Impact of SMEs*. DOI: <https://doi.org/10.3390/su16073124>
- FasterCapital. (2024, March 13). SMART goal setting: Entrepreneurial goal setting to fuel innovation. <https://fastercapital.com/content/SMART-Goal-Setting-Entrepreneurial-GoalSetting-Using-SMART-Goals-to-Fuel-Innovation.html>
- GEM Global Entrepreneurship Monitor. (2025/2026). Global Report: From Uncertainty to Opportunity.
- Handley, L. (2026, April). Goal setting for entrepreneurs: A proven step-by-step system. Entrepreneurial Goal-Setting & Success. <https://www.lindahandley.com/goal-setting-for-entrepreneurs-step-by-step-system>
- Iqbal, S., Moleiro Martins, J., Nuno Mata, M., Naz, S., Akhtar, S., & Abreu, A. (2021). Linking Entrepreneurial Orientation with Innovation Performance in SMEs: The Role of Organizational Commitment and Transformational Leadership Using Smart PLS-SEM. *Sustainability*, 13(8), 4361. <https://doi.org/10.3390/su13084361>
- Ingle, V. (2025, January 10). Setting clear objectives and allocating resources efficiently for business planning. LinkedIn Articles. <https://www.linkedin.com/pulse/setting-clear-objectives-allocating-resources-efficiently-ingle-v> (linkedin.com in Bing)
- Isa, Y. Z. M., Wahab, N. Y. A., Khadri, N. A. M., Sidek, S., & Hasbolah, H. (2022). Entrepreneurial competencies and women's business performance in Malaysia. In A. A. Al-Mamun (Ed.), *Financial Technology (FinTech), Entrepreneurship, and Business Development. Lecture Notes in Networks and Systems*, 486, 585–595. Springer. DOI:

- [https://doi.org/10.1007/978-3-031-08087-6\\_42](https://doi.org/10.1007/978-3-031-08087-6_42)
- Mai, K.N., Thai, Q.H. Entrepreneurial competencies – A systematic literature review. *J Int Entrep*, 23, 54–130 (2025). <https://doi.org/10.1007/s10843-024-00356-7>
- Malhotra, S., & Kiran, R. (2025). Assessing the role of entrepreneurial training in the entrepreneurship behavior intention success link: How Competencies Matter for Gender?. *Journal of the Knowledge Economy*, 16(6), 18922–18949.
- Mtau, T. T., & Rahul, N. A. (2024). Optimizing Business Performance through KPI Alignment: A Comprehensive Analysis of Key Performance Indicators and Strategic Objectives. *American Journal of Industrial and Business Management*, 14. <https://doi.org/10.4236>
- Pachón-Palacios, L., & Velosa-García, A. (2025). Entrepreneurial Competencies in SMEs: The Role of Resource Support. Proceedings of the IEOM International Conference
- Pennetta, S., Anglani, F., & Mathews, S. (2023). Navigating through entrepreneurial skills, competencies, and capabilities: a systematic literature review and the development of the entrepreneurial ability model. *Journal of Entrepreneurship in Emerging Economies*, 16(4), 1144–1182. <https://doi.org/10.1108/>
- Pulka, B. M., Ramli, A., & Mohamad, A. (2021). Entrepreneurial competencies, entrepreneurial orientation, entrepreneurial network, government business support, and SMEs' performance. The moderating role of the external environment. *Journal of Small Business and Enterprise Development*, 28(4), 586–618. DOI: 10.1108/JSBED-12-2018-0390
- Quezon, M. S., & Vergara, S. I. O. (2022). Entrepreneurial competencies and business performance of millennial entrepreneurs. *Res Militaris*, 12(6), 968–987. DOI: <https://doi.org/10.5281/zenodo.7435740>
- Saleh, M. A. K., & Patrick, H. A. (2025). (How) Does organizational learning facilitate the role of entrepreneurial competences in promoting SMEs performance? Exploring Trends, Innovations, and Digitalization of Entrepreneurship Conference. DOI: <https://doi.org/10.1108/JEEE-09-2024-0301>