THE INFLUENCE OF FACTORS FORMING ENTREPRENEURIAL ORIENTATION ON BUSINESS PERFORMANCE OF UMKM IN THE HOBBY AND SPORTS SECTOR IN JAKARTA

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ABSTRACT

This study aims to determine the effect of innovativeness, proactiveness, risk-taking, competition aggressiveness, and market orientation on the business performance of MSMEs in the culinary sector in Jakarta. The culinary industry is one of the industries that has been fatally affected by COVID-19. From the news found, it was explained that the food and beverage industry in Indonesia had increased from 2020 to 2021 by 2.54 percent to IDR 775.1 trillion, the Central Statistics Agency (BPS) reported the gross domestic product (GDP) of the national food and beverage industry on basic current price (ADHB) of IDR 1.12 quadrillion in 2021. Basically, the culinary industry is a necessity for everyone, so it's not natural for it to experience a decline in performance. This research is limited to only examining the entrepreneurial orientation variables studied with innovativeness, proactiveness, risk-taking, competitive aggressiveness and market orientation variables. This research is also limited to examining the hobby and sports sector in Jakarta. The benefit of this research is to assist the government or universities in developing research on business performance. This study used 240 informants who are owners or managers of culinary SMEs in North Jakarta. The data used in this study is primary data in the form of questionnaires distributed via Google Forms.

Keywords: Behavior, Integrity, Performance
JEL Classification : M40, M41, M49

1.   INTRODUCTION

The COVID-19 pandemic that is currently spreading in the world has an impact on Micro, Small and Medium Enterprises (SMEs). According to Bappenas, MSMEs have a significant contribution, namely expanding employment opportunities, absorbing labor and equalizing income. Not only that, SMEs can also form Gross Domestic Product (GDP) and are able to help people with low incomes in carrying out productive economic activities. However, since the COVID-19 pandemic, it has dealt a very heavy blow to UMKM.

The culinary industry is one of the industries that has been fatally impacted by COVID-19. From the news found, it was explained that the food and beverage industry in Indonesia experienced an increase from 2020 to 2021 by 2.54 percent to IDR 775.1 trillion, the Central Statistics Agency (BPS) reported the gross domestic product (GDP) of the national food and beverage industry on The applicable price base (ADHB) is IDR 1.12 quadrillion in

2021. Basically, the culinary industry is a need for everyone, so it is not natural for it to experience a decline in performance.

Business actors are required to have an entrepreneurial orientation in order to survive the conditions of the COVID-19 pandemic. Entrepreneurial orientation is an individual's tendency to innovate, be proactive and brave in making decisions to start or manage a business (Lumpkin & Dess, 1996; Covin & Slevin, 1993; Cogliser et al., 2008).

According to Nurhasanah (2020), business performance is defined as the company's success in the market, which may have different results. It consists of a set of processes that help organizations optimize their business goals and provides a framework for automating, organizing and analyzing business methodologies, process metrics and systems that drive business performance. From this definition, the relevance of business performance to regional income can be drawn. For this reason, this research was carried out to help MSMEs in the hobby and sports sector to improve business performance.

There are several factors that can influence business performance, one of which is quite interesting to research is the aspect of entrepreneurial orientation. Research conducted by dos Santo and Marinho (2016) explains that the factors that can shape entrepreneurial orientation include innovativeness, proactiveness and risk-taking. Meanwhile, according to research by Buli (2017), it is explained that the factors that can shape entrepreneurial orientation are competitive aggressiveness and market orientation. These five factors will be studied to explore their influence on business performance.

2.   LITERATURE REVIEWS
Entrepreneurial Orientation
Entrepreneurship has the function of managing the production process with innovative practices and utilizing technology to create something new for the company. Therefore, Entrepreneurial Orientation is an appropriate concept for a company because it refers to strategy orientation, decision-making style, practices and methods (Sahoo and Yadav, 2017). Moreover, the relationship between strategy and various organizational outcomes is context specific, that is, it depends on environmental and organizational factors (Vaznyte, 2019).

Innovativeness
According to Kadarusman and Rosyafah (2022) Innovativeness is a company culture that supports experimentation, new ideas, creativity that produces new products, services and technological processes. Innovation reflects a company's tendency to develop new ideas, experiments, and creative processes to produce new products, services, or technologies.

Proactiveness
Proactiveness refers to the process of anticipating and acting on future needs by seeking new opportunities whether or not they are relevant to current lines of activity. Other characteristics include the introduction of new products and brands ahead of competitors, elimination of activities in the life cycle of mature and declining activities. (Kadarusman and Rosyafah, 2022).

Risk-Taking
According to Kadarusman and Rosyafah (2022) Risk-taking is a manager's courage in making decisions to obtain opportunities with a high probability of failure. Risk-taking according to Hossain et al (2020) shows a company's involvement in large resource commitments, creating uncertainty to obtain high returns by seizing opportunities in the market.

Competition Aggresiveness
Competitive aggressiveness, defined as the tendency to engage in a series of sustained, varied,

or unique actions to challenge rivals and improve a company's competitive position. (Panjaitan, 2021) According to Maharsa (2020) Competitive aggressiveness, is defined as the intensity of a company's efforts to outperform industry competitors, which is characterized by an aggressive attitude and a strong response to competitors' actions. From the several definitions above, competitive aggressiveness can be interpreted as a company's tendency to aggressively take action to compete with competitors with the aim of maximizing market share.

Market Orientation

Market orientation is a value chain that is focused on consumer needs and steps to meet consumer needs from a company. (Day, 2020). Marketing orientation, according to Kanaan-Jebna (2022) is defined as strategic behavior that meets the needs of different stakeholders and is widely considered to be the foundation of the marketing discipline

Business Performance

Business Performance is the achievement of organizational goals related to profitability and growth in sales and market share, as well as achieving the company's strategic goals in general. (Andonov et al, 2021). Meanwhile, according to Febrianti (2022), Business Performance is defined as a measure of a company's growth and profitability through its business ventures and the deployment of organizational and technological resources. From the definition outlined above, it can be concluded that business performance is the level to which a company succeeds in achieving its initial goals both from a financial and non-financial perspective.

Previous Research

Sujianto (2020) conducted research entitled "The Impact Of The Organizational Innovativeness On The Performance Of Indonesian Smes". This research shows that it makes an important contribution to research and there are similarities. From the results of the research conducted, it was found that innovativeness is indeed an influential factor in improving business performance.

Al-Shorman (2020) conducted research entitled "The Review of Innovation and Business Performance". The research results show that the structural relationship between innovative skills (organizational innovation, product innovation, marketing innovation, process innovation) has a positive and significant effect on SME performance determined in one model. Practical, innovative procedures for the production of high-quality goods and services, with new or advanced technologies clearly improve the performance of SME companies.

Samson (2018) conducted research entitled "Proactiveness, Innovativeness And Firm Performance: The Mediating Role Of Organizational Capability". Research results based on the findings show that organizational capability is an important mechanism where proactiveness and innovation indirectly influence SME performance. This study shows the relevance for SME owners/managers, policy makers and SME support bodies to place greater emphasis on developing organizational capabilities as it enables companies to quickly respond to rapid changes in market needs and improve their performance in dynamic and competitive business settings.

Zulfikar (2018) conducted research entitled "Marketing Performance Influenced by Market Orientation Through Value Creation". The research results show that market orientation can influence business performance through value creation. So it has an impact on the marketing performance of SMEs at the Bandung Knitting Center. However, market orientation does not have an impact on the marketing performance of SMEs at the Knitting Center. Market orientation should be converted into value to improve the marketing performance of SMEs at the Knitting Center in Bandung.

3. RESEARCH METHOD

Research Approach

This research uses a quantitative research design with a survey approach where the time horizon used is cross sectional. Quantitative research is research that focuses on statistical and mathematical calculations for data processing. In this research, quantitative research is used because this research wants to examine the influence between 2 or more variables. Meanwhile, the survey approach is an approach where research uses a collection of questions (in the form of a questionnaire) in collecting data. (Sugiyono, 2018). According to Ghozali (2018), cross sectional is a time horizon where this research is carried out at a certain point in time and is not research that focuses on a certain time series or a certain time period.

Population, Sample, and Sampling Techniques

The population in this research is culinary MSMEs in North Jakarta, according to the latest data collected in 2019, there are 607 MSMEs. So, the samples in this research are 240 culinary MSMEs in North Jakarta. To determine the sample size, there are several ways, including probability sampling and non-probability sampling. In this research, the method that will be used is the probability sampling method with a simple random sampling approach because all culinary MSMEs have the same opportunity to become samples and in collecting them, use a simple random method.

Data dan Data Sources

This research uses primary data. Primary data is a source of data obtained directly from respondents.

Data Collection Technique

Questionnaire. According to Sugiyono (2017) a questionnaire is a data collection technique that is carried out by giving a set of questions or written statements to respondents to answer. The use of the questionnaire was intended to obtain primary data from respondents, namely culinary MSMEs in North Jakarta.

Data Analysis

Testing the research instrument used the outer model method in partial least squares. Convergent validity of the measurement model with the reflective indicator model is assessed based on the correlation between the item score/component score and the construct score calculated using PLS. A reflective measure is said to be high if it correlates more than 0.70 with the construct to be measured. However, for research in the initial stages of developing a measurement scale, a loading value of 0.5 to 0.60 is considered sufficient (Chin, 1998 in Ghozali, 2016).

Data Analysis Assumptions

According to Ghozali (2016) there are 3 tests to ensure that all data analysis assumptions are met. The following are the three data analysis assumptions that need to be met in testing using the partial least squares (PLS) method, namely First R^2 for endogenous variables, R^2 results of 0.67, 0.33 and 0.19 for endogenous latent variables in the structural model indicate that the model is "good", moderate" and "weak". Second, estimate the path coefficient. The estimated value for the path relationship in the structural model must be significant. This significant value can be obtained using the bootstrappin procedure. Thirdly, f^2 is for effect size. The f^2 values of 0.2, 0.15 and 0.35 can be interpreted as whether the latent variable predictor has a weak, medium or large influence at the structural level.

4. RESULTS AND DISCUSSIONS

Research Subjects

The subjects in this research consisted of 240 Culinary MSMEs in North Jakarta. The following is information about 240 Culinary MSMEs in North Jakarta who were involved in the process of filling out the questionnaire grouped based on the respondent's gender, length of business establishment, number of branches and income value

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Object of research

The research object of this Final Report consists of answers from 240 respondents in the questionnaire that was distributed. The questionnaire distributed uses a Likert scale with a value of 1 to 5, namely strongly disagree (STS), disagree (TS), quite agree (CS), agree (S), or strongly agree (SS). The description of the research object will be measured against the five variables used, including innovativeness, pro-activeness, risk taking, competitive aggressiveness, market orientation and business performance..

Validity Test

Loading Factor

Table 1 *Output Loading Factor*

Indikator	Loadings Factor
BP1	0.757
BP2	0.781
BP3	0.755
BP4	0.798
BP5	0.855
CA1	0.910
CA2	0.802
CA3	0.821
INNO1	0.897
INNO2	0.878
INNO3	0.795
MO1	0.919
MO2	0.832
MO3	0.934
MO4	0.901
MO5	0.910
PRO1	0.851
PRO2	0.754
PRO3	0.868
RT1	0.883
RT2	0.902
RT3	0.911

*Average Variance Extracted (*AVE*)*

Table 2 *Output AVE*

Variabel	AVE
Business Performance	0.624

Compettitive Aggresiveness	0.715
Innovativeness	0.736
Market Orientation	0.810
Proactiveness	0.682
Risk Taking	0.808

Discriminant Validity

Table 3 *Output* Discriminant Validity

	BP	CA	INNO	MO	PRO	RT
BP	0.790					
CA	0.696	0.846				
INNO	0.619	0.633	0.858			
MO	0.636	0.641	0.674	0.900		
PRO	0.689	0.647	0.663	0.616	0.826	
RT	0.677	0.687	0.793	0.697	0.677	0.899

Cross Loading

Table 4 *Output Cross Loading*

	BP	CA	INNO	MO	PRO	RT
BP1	0.757	0.737	0.826	0.663	0.565	0.553
BP2	0.781	0.709	0.725	0.675	0.620	0.702
BP3	0.755	0.796	0.698	0.751	0.799	0.780
BP4	0.798	0.606	0.623	0.766	0.745	0.714
BP5	0.855	0.683	0.754	0.834	0.769	0.708
CA1	0.809	0.910	0.834	0.752	0.746	0.728
CA2	0.806	0.802	0.813	0.752	0.759	0.609
CA3	0.630	0.821	0.704	0.609	0.626	0.659
INNO1	0.838	0.775	0.897	0.750	0.697	0.733
INNO2	0.738	0.802	0.878	0.701	0.693	0.589
INNO3	0.782	0.825	0.795	0.795	0.831	0.709
MO1	0.874	0.677	0.749	0.919	0.817	0.852
MO2	0.733	0.700	0.645	0.832	0.777	0.702
MO3	0.875	0.787	0.873	0.934	0.859	0.823
MO4	0.897	0.865	0.889	0.901	0.849	0.826
MO5	0.819	0.748	0.756	0.910	0.816	0.822
PRO1	0.793	0.809	0.784	0.778	0.851	0.697
PRO2	0.712	0.598	0.668	0.701	0.754	0.693
PRO3	0.684	0.676	0.674	0.786	0.868	0.784
RT1	0.751	0.730	0.708	0.799	0.814	0.883
RT2	0.778	0.745	0.746	0.796	0.758	0.902
RT3	0.833	0.653	0.687	0.823	0.793	0.911

Reliability Test

Composite Reliability

Table 5 *Output Composite Reliability*

Variabel	Composite Reliability

Business Performance	0.892
Compettitive Aggresiveness	0.882
Innovativeness	0.893
Market Orientation	0.955
Proactiveness	0.865
Risk Taking	0.927

Cronbach's Alpha

Table 6 *Output Cronbach's Alpha*

Variabel	Composite Reliability
Business Performance	0.886
Compettitive Aggresiveness	0.799
Innovativeness	0.807
Market Orientation	0.893
Proactiveness	0.804
Risk Taking	0.83

Coefficient of Determination Test (R^2)

Table 7 Coefficient of Determination Test Results (R^2)

Variabel	R *Square*	*Adjusted R-Square*
Business performance	0.929	0.914

Based on the results of testing the coefficient of determination (R2) in Table 4.17, the adjusted R-square value of the variables namely innovativeness, pro-activeness, risk taking, competitive aggressiveness, and market orientation to business performance = 0.914, which means a large contribution of innovativeness, pro-activeness , risk taking, competitive aggressiveness, and market orientation in changing the value of business performance = 91.4%, while the remaining 8.6% is influenced by other factors not examined in this research.

Q-Square Test

Table 8 *Q-Square Test Result*

Variabel	Q *Square*
Business performance	0.580

Based on the results of Table 4.12 above, it can be concluded that the Q-Square¬ value for the entrepreneurial interest variable is 0.580. This value shows good predictive relevance because it produces Q-Square > 0.

Goodness of Fit Test
According to Tenenhau (2004) in Hussein (2015), the value of GoF small = 0.1, GoF medium = 0.25 and GoF big = 0.38. From this formula, the following calculations can be formed:
$$\sqrt{\text{GoF}} = \sqrt{(0.729)x\ 0.929}$$

$\sqrt{\text{GoF}} = \sqrt{0.677}$

$\sqrt{\text{GoF}} = 0.823$

From these calculations, it can be concluded that the model formed in this research has a large or high level of Goodness of Fit.

Effect Size Test

Table 9 F^2 Test Result

	EI
CA	0.045
INO	0.123
MO	0.285
PRO	0.006
RT	0.066

Based on the results of the f2 test in Table 4.19 above, it can be concluded that innovativeness on business performance has an f2 value > 0.02, which means it has a sufficient influence. Pro-Activeness on business performance has an f2 value <0.02, which means it has a less strong influence. Risk-Taking on business performance has an f2 value <0.02, which means it does not have enough influence. Competitive Aggressiveness on business performance has an f2 value <0.02, which means it does not have enough influence. Market Orientation on business performance has an f2 value <0.15, which means it does not have a strong influence.

Discussion
The Effect of Innovativeness on Business Performance
Based on the results of testing the innovativeness variable on the business performance variable, H1 is accepted and influential because proactiveness has a t statistical value of 5,957 which is higher than 1.96 and the p value is smaller than 0.05, namely 0.000. Therefore, it can be said that innovativeness influences business performance.

The Effect of Proactiveness on Business Performance
Based on the results of testing the proactiveness variable on the business performance variable, H2 is rejected and has no effect because proactiveness has a t statistical value of 1.306 which is lower than 1.96 and the p value is greater than 0.05, namely 0.192. Therefore, it can be said that proactiveness has no effect on business performance.

The Effect of Risk-taking on Business Performance
Based on the results of testing the risk taking variable on the business performance variable, H3 is accepted and has an effect because risk taking has a t statistic value of 1.995 which is higher than 1.96 and the p value is lower than 0.05, namely 0.047. Therefore, it can be said that risk taking affects business performance..

The Effect of Competition Aggressiveness on Business Performance
Based on the results of testing the competitive aggressiveness variable on the business performance variable, H4 is accepted and influential because competitive aggressiveness has a t statistic value of 2.530 which is higher than 1.96 and the p value is lower than 0.05, namely 0.012. Therefore, it can be said that competitive

aggressiveness influences business performance.

The Effect of Market Orientation on Business Performance

Based on the results of testing the market orientation variable on the business performance variable, H5 is accepted and has an effect because market orientation has a t statistic value of 6.609 which is higher than 1.96 and the p value is lower than 0.05, namely 0.000. Therefore, it can be said that market orientation influences business performance.

5.   CLOSING

Conclusion

Based on the description in the data analysis and discussion chapter, the research conclusions are as follows:

1. Innovativeness influences the performance of UMKM in the culinary sector in North Jakarta.
2. Proactiveness has no effect on the performance of culinary UMKM in North Jakarta.
3. Risk Taking influences the performance of culinary UMKM in North Jakarta.
4. Competitive aggressiveness influences the performance of culinary UMKM in North Jakarta.
5. Market Orientation influences the performance of culinary UMKM in North Jakarta.

Suggestion

The following are suggestions for the research carried out:

1. For other researchers, further research can use more other independent variables that can influence business performance, such as competitive factors and technology. Apart from that, further research can also add mediating or moderating variables to provide other findings.
2. For academics, based on the results of existing research, academics can educate students who want to become entrepreneurs to be able to maintain their business performance, especially by paying attention to innovation, proactiveness and risk.

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