

The Influence of Entrepreneurial Orientation Through Innovation on the Performance of Indonesia Fish Cultivator Micro Enterprise

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Abstract

The purpose of this study was to analyze (1) the influence of entrepreneurial orientation on the performance of the fish cultivator micro enterprise; (2) The influence of innovation on the performance of the fish cultivator micro enterprise; (3) The influence of entrepreneurship orientation on performance through the innovation of fish cultivator micro enterprise. Entrepreneurial orientation is measured through an innovative, proactive, and risk-taking perspective. Innovation is measured through the perspective of product innovation, process innovation, market innovation and drivers. Performance is measured through a balanced scorecard perspective. The method in this study used an explanatory method with data collection techniques through a questionnaire consisting of variable indicators with a rating scale of 1 to 5. A total of 241 fish cultivator micro enterprises were selected as research objects. The collected data were processed using Path Analysis with SPSS software. The results showed that (1) entrepreneurial orientation has a positive and significant effect on the performance of the fish cultivator micro enterprise; (2) Innovation has a positive and significant effect on the performance of the fish cultivator micro enterprise; (3) Entrepreneurial orientation has a positive and significant effect on the performance of the fish cultivator micro enterprise through innovation. Innovation is one of the important factors to improve micro enterprise performance by encourage entrepreneurial orientation.

Keywords: Entrepreneurial Orientation, Innovation, Micro Performance, Fish Cultivator.

1. Introduction

Micro enterprises play an active contribution in economic growth and development in many countries, especially in developing countries. In the profile of Business Small and Medium Enterprises (SME) compiled by the Institute of Development Banking in Indonesia, Bank Indonesia (BI), Micro, Small and Medium Enterprises (MSME) have an important and strategic role in national economic development. Apart from playing a role in economic growth, it also has a role in absorbing labor, Small and Medium Enterprises (SME) also play a role in equitable development results (Erlanitasari et al., 2019).

Micro enterprises currently have an important role in the business area in Indonesia, as well as in West Java Province. Based on data from the West Java Central Statistics Agency (2018), the number of MSMEs has reached more than 4.5 million business actors or 98.84 percent of the total non-agricultural businesses in West Java. This business is also able to absorb a workforce of more than 9.7 million people in West Java or around 74.07 percent of the total non-agricultural workforce.

Based on data obtained from the Ministry of Marine Affairs and Fisheries of the Republic of Indonesia, the growth of Gross Domestic Product/GDP (2018), the fisheries sector is always above the National GDP and the GDP of the Agricultural sector. In the third quarter of 2017, it grew by 6.79% with a value of GDP in the Fisheries sector of Rp. 169,513.10 billion. The total national fishery production from 2011-2017 was 23.26 million tons, of which aquaculture production was 17.22 million tons. This means that aquaculture plays a very important role in national fishery production.

Fish farming production in West Java produced 1,174,357 tons in 2018, the City and Regency of Tasikmalaya contributed 73,543.09 tons of fish production (KKP 2018). From these data, it can be seen that there are opportunities and threats in the micro fish farming in Tasikmalaya to maintain competitiveness and business performance. Entrepreneurial orientation makes it possible for small companies or new businesses to perform better than their competitors and improve company performance (Wiklund & Shepherd, 2005).

Tasikmalaya is one of the cities and regencies in West Java Province which is known to have a strategic area to produce freshwater fish. Quoted from population census data (Ministry of Marine Affairs and Fisheries of West Java, 2013), there are 2,235 fish cultivators spread across 39 sub-districts in Tasikmalaya Regency and 10 sub-districts in Tasikmalaya City. To maintain the continuity and sustainability and the performance of this cultivators' micro enterprise in Tasikmalaya, of course, it requires innovation creativity in running it. Entrepreneurial orientation and innovation capabilities can provide good results to improve company performance (Nadzillah et al., 2019).

Entrepreneurial orientation is an entrepreneur's must-have ability to be able to manage various aspects of its management. An entrepreneur must have the ability to identify entrepreneurial opportunities (Cho & Lee, 2018). This study studied the orientation of business performance and entrepreneurship in the micro-business section of fish farmers (Bantigue, 2018). Chen's study findings suggest innovation has a positive impact on business performance (Chen, 2017).

Innovation is one of the factors that support the excellence of SME cooperatives. Proactive innovation and entrepreneurship are key elements of the entrepreneurial orientation that hold facilities in the form of activities to invite stakeholders to be more active in supporting entrepreneurial activities (Cong et al., 2017). Innovation is one of the keys to conducting business in a global market where companies do not competition at the lowest prices to attract consumers, but rather seen through the level of innovation (Gerschewski et al., 2016).

The dynamics business environment encourages micro enterprises to create new ideas and offer more innovative products. Therefore, innovation will have a big impact on the microfish breeding business in the continuity of its business and make it easier to win competition. Micro fish farming is one of the main contributors to the Indonesian economy and must always be maintained through creative innovations in the process. Although previously many studies have examined the problem of micro fish breeders, about the management of fish breeding chain supply, the financial performance of fish about the organization of fish breeding companies and about sustainable productivity in micro fish farmers, they but do not yet have studies that research to do creativity innovation to micro fish farmers, especially in micro fish farmers in Indonesia which is a gap with the research in the previous section.

There are already researchers who examine fish farmers, but no one has researched the orientation of entrepreneurship towards business performance by through creativity innovations to the performance of micro-entrepreneurs Tasikmalaya fish farmers such as, " Artisanal Entrepreneurial Orientation fish breeders on Technology using the Internet of Things in Achieving Sustainable Competitive Advantage: Case Studies in Banten Province" (Barlian, 2018), "Women's : Business Performance and Entrepreneurship Orientation"

(Bantigue, 2018), and "Regulatory Effects on Excellence and Competitive Entrepreneurship Policy" (Abdullah & Arifin, 2017). In addition, this research was conducted on batik MSMEs Cirebon, West Java, Indonesia "The influence of Entrepreneurial Orientation on Business Performance Moderated by Innovation Creativity" (Borshalina, 2015) that mentioned entrepreneurial orientation has a positive and significant effect on the performance of MSME business Batik Trusmi and innovation creativity has a positive and significant effect on the business performance of MSMEs Batik Trusmi, but currently the author wants to try it on other objects, namely in micro business fish farmers in Tasikmalaya, Indonesia.

Based on the information above, this research aims to reveal the influence of entrepreneurial orientation on performance through micro business innovation of fish farmers.

In accordance with the research objectives, this study formulates the following problem formula:

1. How does the entrepreneurial orientation influence the performance of fish cultivator micro enterprise?
2. How does innovation influence the performance of fish cultivator micro enterprise?
3. How does orientation influence the performance of fish cultivator micro enterprise through innovation to the performance?

2. Literature Review

2.1 Theoretical Framework

2.2.1 Entrepreneurial Orientation

Entrepreneurial orientation is one of the utilities as a way of getting together better in the same market for each company (Porter, 1990). Entrepreneurial orientation has a role in market innovation, namely products, facing business risks, which come with innovation actions, proactive, and dropping competitors (Miller, 1983; Mustikowati & Tyasari, 2015). Companies that have good innovation because they have a good entrepreneurial orientation (Hafeez et al., 2012). Companies that have a strong entrepreneurial orientation, it would be braver to take risks, and not just stick to past strategies. Entrepreneurial orientation is important when in an active environment, it helps in the sustainability of the company (Ahimbisibwe & Abaho, 2013).

High expectations, motivation and spirit should be in an entrepreneur, as it will affect the performance of the company. That means entrepreneurial orientation has an important in existence of business (Suhardi, 2009). Innovative, proactive, and risk-taking is an entrepreneurial orientation that exists in an entrepreneur (Miller, 1983).

In small business, although research conducted in Johor, Malaysia by Hussain et al. (2015) shows 5 dimensions of measurement of entrepreneurial orientation: proactive, innovative, risk-taking, autonomy and competitive aggressiveness. However, what will be brought into this investigation is only three dimensions, namely (1) innovative, (2) proactive and (3) risk-taking, due to the limitations of enterprise microfish growers whose scope is still small. The attitude of entrepreneurs will be followed by the use of a capable strategy. Entrepreneurial orientation will have a positive impact on the company's performance (Li et al., 2008; Fairouz & Hirobumi, 2010). Previous research has shown that those who top the market are always innovating and buzzing in business. Companies with certain expertise are in desperate need of innovation in their business (Lumpkin & Dess, 2006; Fairouz & Hirobumi, 2010).

2.2.2 Innovation

Innovation creativity is the transparency and use of new education, technology, and creativity processes to create services or products that consumers want (Damanpour, 2010). Innovation

can be reviewed from four different perspectives: people, processes, products, and environmental pressures (Rhodes, 1961).

Innovation has 5 perspectives, namely (1) creating new products or changing the quality of existing products; (2) new process innovations for the industry; (3) create new markets; (4) expansion of new sources to transfer raw materials or other inputs and (5) modifications in industrial organizations (Bierly & Chakrabarty, 2006; Damanpour, 2010). Creativity means introducing something new. New products created can be modifications of some existing products. The creation of new products is expected to solve problems with existing products (Suherman, 2008). Innovation is the process of performing an idea into a form of service or product that will result from every what consumer buy over that process (Ancok, 2012).

2.2.3 Business Performance

Performance is something that is achieved or produced by a person on the responsibility that he has completed, can be of quality or quantity. According to Mangkunegara (2001), performance of the business is driven by the competition in the company, which is a function of the character that exists in the characteristics of the market (Morgan, 2012).

Business performance can be measured through four perspectives, namely, (a) financial perspectives, (b) customer perspectives, (c) internal businesses, and (d) learning and growth known as balanced score cards. Score cards are used to assess or measure performance using four perspectives: finance, customer, internal business, learning and growth. Such a measurement or assessment would be better than just measuring financially alone (Kaplan & Norton, 1996).

2.2 Hypothesis Research and Development Model

2.2.1 The influence of Entrepreneurial Orientation on Performance

Entrepreneurial orientation is an important part of the success of a business. According to Ginsberg (2011), if in managing a business there is a tendency to start being proactive, innovating, and willing to take risks called entrepreneurial orientation. A study conducted in Johor, Malaysia by Hussain et al. (2015) shows that there are 5 dimensions in entrepreneurial orientation including: risk taking, proactive, innovative, autonomy, and competitive aggressiveness. However, due to the limited scope of micro fisheries, only three dimensions will be used, namely innovative, proactive, and risk taking.

Innovation is a process in realizing ideas that are expressed in the form of products, services, or whatever is generated from the process (Ancok, 2012), while according to Lumpkin and Dess (2005); Lumpkin and Dess in Hussain et al. (2015) said that if someone has the foresight to be able to control the demand and opportunities that will be present, it is proactive. Meanwhile, risk control is the company's readiness to take the opportunity, regardless of whether the business will be successful or vice versa, and companies are willing to move forward even though they do not know the impact in the future (Lumpkin & Dess in Matchaba-Hove & Vambe, 2014).

Not a few studies have been conducted to prove positive results between entrepreneurial orientation and business performance (Nurlina, 2014; Rezaei & Ortt, 2018). It is also said that from the three dimensions, different influences are found on the performance of the company's functions. Innovation has more influence on the performance of the R&D function, proactively affects the performance of the marketing and sales functions, while risk taking affects the performance of the product function.

Based on this discussion, the hypothesis is formulated as follows:

H1: Entrepreneurial Orientation has a positive and significant influence on the performance of fish cultivator micro enterprise.

2.2.2 The Influence of Innovation on Performance

Currently, the world has developed with the emergence of increasingly sophisticated technology. We need to pay attention to product excellence so that we can continue to progress and become ahead of the competition. The company will continue to be successful and have a competitive advantage if there is an engine, and innovation is the driving force in a company. Drucker (1985) said that innovation is the ability to realize creativity which is a solution to problems as well as a means of opening opportunities to improve the quality of life.

Developed companies and SMEs usually have a strategy to continue to carry out various kinds of innovative activities. External innovative activities usually make use of internal resources and external knowledge and technological developments. Increasing company productivity plays an active role in this activity. Internal innovation is related to the capabilities of companies and resources related to innovative research and development activities (Kim et al., 2016). The study also proves that while external and internal innovative research and development activities have an impact on the performance of large companies, only internal innovative research and development activities affect the performance of SMEs. In study by Rosli and Sidek (2013) revealed that superior performance resulted from innovations in products and processes in a business.

Based on this discussion, the hypothesis is formulated as follows:

H2: Innovation has a positive and significant influence on the performance of fish cultivator micro enterprise.

2.2.3 The Influence of Entrepreneurial Orientation on Performance through Innovation

Lupşa-Tătaru (2014) research shows that entrepreneurs must be creative people. While creativity is an important characteristic because it is sometimes associated with successful entrepreneurs and managers (among other characteristics, internal control locus, risk-taking, self-confidence, need for independence, commitment, and high energy), generally entrepreneurs have a high level of characteristics. Growth oriented higher than managers (Roodt, 2005). Creativity as innovation is treated as a personality factor that will encourage a person to become entrepreneurial. It will enhance entrepreneurial orientation, facilitate the introduction of opportunities and the formation of a company, and also improve entrepreneurial performance at various levels (individual, corporate and regional) (Zampetakis, 2008; Schachter et al., 2015).

Innovation creativity will enhance entrepreneurial orientation, facilitate the introduction of opportunities and the formation of a company, and also improve entrepreneurial performance at various levels (individual, corporate and regional) and in this finding, universities and companies have looked at ways to foster creativity in entrepreneurship. Therefore, there are still many opportunities for further research in this domain. Universities and companies have looked at ways to foster creativity in entrepreneurship.

Based on this discussion, the hypothesis is formulated as follows:

H3: The entrepreneurial orientation has a positive and significant influence on performance through innovation.

Herewith the research model of this study can be seen in the figure below.

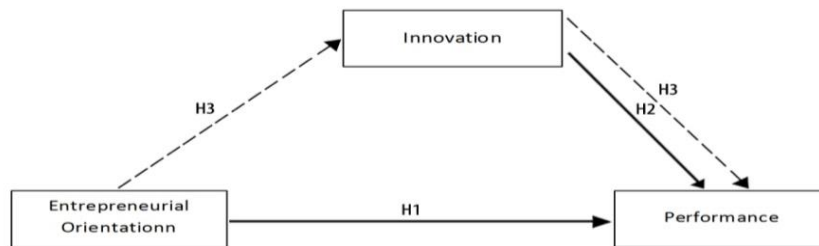


Figure 1. Research Model of Indonesian Fish Cultivator Micro Enterprise Performance

3 Methods

This study used explanatory research by testing hypotheses where the causes and effects arose and the relationships between variables in the study that were considered. Explanatory research aims to explain the effect of entrepreneurial orientation independent variables on innovative intervening variables and the influence of innovative intervening variables on the dependent variable performance. This research is quantitative in nature, where this research starts from theory to data which results in the form of acceptance or rejection of the theory used. The measurement of research variables was carried out numerically as well as analyzing the data using the statistical hypothesis testing procedure.

In this study, entrepreneurial orientation as independent variable (X), innovation as intervening variable (Y), and performance as dependent variable (Z).

According to Sugiyono (2012), the sample is part of the population, so the research sampling was not comprehensive or in whole, but only part of the population. The sample in this study used a random sampling technique in the fish cultivator micro enterprises in Tasikmalaya, West Java, Indonesia. Quoted from population census data (Ministry of Marine Affairs and Fisheries, West Java, 2013), stated that out of 39 districts in Tasikmalaya and 10 sub-districts in Tasikmalaya City, there are 2,235 fish cultivators scattered in each district.

To measure a sample from a population there are various ways, one of which is to use a table to determine the number of samples from a certain population developed from Isaac and Michael, based on an error rate of 1%, 5%, and 10% (Sugiyono, 2017), this table comes from a formula developed by Isaac and Michael to calculate sample sizes and known populations ranging from 10 to 1,000,000. The following is the formula used by the author:

$$s = \frac{\lambda^2 \cdot N \cdot P \cdot Q}{d^2(N - 1) + \lambda^2 \cdot P \cdot Q}$$

where

λ^2 = Error level(1%, 5%, 10%)

(Lambda retrieval is obtained using table z)

N = Population

P = Proportion in population(0,5)

Q = 1 – P (1 – 0,5 = 0,5)

d = Degree of freedom(0,05)

Then when:

$\lambda = 10\%$ ($z = 1,645$)

N = 2.235

P = 0,5

Q = 1 – 0,5 = 0,5

d = 0,05

$$s = \frac{(1,645)^2 \times 2.235 \times 0,5 \times 0,5}{(0,05)^2(2.235 - 1) + (1,645) \times 0,5 \times 0,5}$$

$$s = \frac{(1,645)^2 \times 2.235 \times 0,5 \times 0,5}{(0,05)^2(2.235 - 1) + (1,645) \times 0,5 \times 0,5}$$

$$s = \frac{(1,645)^2 \times 2.235 \times 0,5 \times 0,5}{(0,05)^2(2.235 - 1) + (1,645) \times 0,5 \times 0,5}$$

Based on the calculation above with a degree of trust of 10%, then the number of samples to be studied is 241 respondents. The data collection that the author uses questioner consists of variable indicators of a valuation scale of 1 to 5. This data will be processed using Path Analysis with SPSS software.

4. Results and Discussion

4.1 Results

Based on data that has been processed using Path Analysis with the SPSS application, regression model I and regression model II are generated to determine whether there is an effect of entrepreneurial orientation on performance, innovation on performance, and entrepreneurial orientation on performance through innovation.

Regression model I can be seen in the Table 1. The following is a summary of the results which can be seen in Table 1 to find out how much the contribution of variable X on variable Y.

Table 1. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,771 ^a	,594	,593	3,749

a. Predictors: (Constant), EO

The following are the results of the coefficients that can be seen in Table 2 to find out that X has a significant effect on variable Y.

Table 2. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16,202	1,464		11,069	,000
	EO	1,109	,059	,771	18,718	,000

a. Dependent Variable: I

Calculation of the path coefficient of model I. Referring to the model I regression output in the coefficients table section, it is known that the significance value of the variable X = 0.000 is less than 0.05. This shows that model I regression, X has a significant effect on Y. The value of R² or R Square in the Model Summary in Table 1 is 0.594. The data shows that the contribution of variable X to Y is 59.4%, while 40.6% is the contribution of other variables not included in this study. Residual (e₁) is an error in predicting sample data which can be

searched by the formula $e1 = \sqrt{1 - 0,594} = 0,6371$. So, it can be interpreted that the possible random error is 0.6371.

Regression model II can be seen in the Table 3. The following is a summary of the results which can be seen in Table 3 to find out how much the contribution of variable X and Y to Z.

Table 3. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,833 ^a	,694	,692	4,077

a. Predictors: (Constant), I, EO

The following are the results of the coefficients that can be seen in Table 4 to find out whether (1) X has a significant effect on Z; (2) Y has a significant effect on Z; (3) X and Y have a significant effect on Z.

Calculation of the path coefficient for model II: Based on the Regression Model II output in the Coefficients table section, it is known that the significance value of the two variables, namely X = 0.000, Y = 0.000 is smaller than 0.05.

Table 4. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,585	1,958		2,342	,020
	EO	,518	,101	,288	5,120	,000
	IC	,739	,070	,591	10,500	,000

a. Dependent Variable: P

This shows that regression Model II, namely X and Y have a significant effect on Z. The value of R² or R Square in the Model Summary table is 0.694. The data shows that the contribution of variables X and Y to Z is 69.4%, while 30.6% is the contribution of other variables not examined. Residual (e2) is an error in predicting sample data which can be searched by the formula $e2 = \sqrt{1 - 0,694} = 0,5531$. So it can be interpreted that the possible random error is 0.5531.

That way, the path diagram for the structure I and II models is obtained as follows:

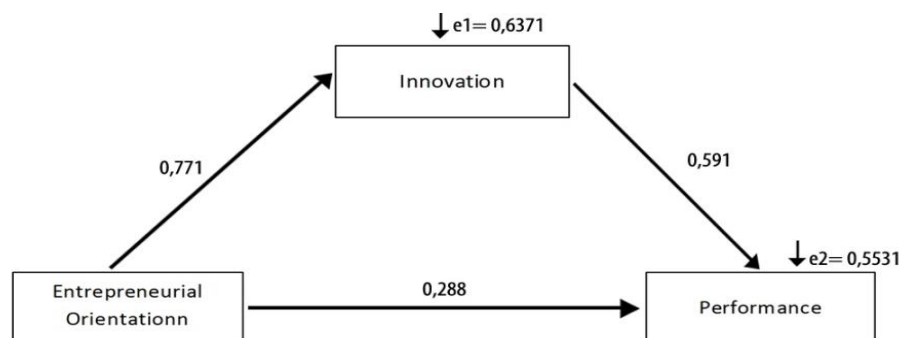


Figure 2. Hypothesis Testing Results

4.2 Discussion

4.2.1 The Influence of Entrepreneurial Orientation on Performance

Based on the analysis that has been done, the X significant value is $0.000 < 0.05$. So, it is known that there is a significant influence of X on Y. It means that the higher the

entrepreneurial orientation will increase the performance. The results of this study reinforce previous research conducted by Ginsberg (2011) that in managing a business there is a tendency to start to be proactive, to innovate, and to be willing to take risks. So, it is also in line with several studies regarding the dimensions of work orientation as stated by Ancok (2012) that there needs to be an innovation in the form of ideas in the form of products, services, or those resulting from both, then there is a need for foresight as a proactive action of an entrepreneur (Lumpkin & Dess, 2005; Lumpkin & Dess in Hussain et al., 2015).

The results of this study are also in line with research conducted by Rezaei and Ortt (2018) that based on three dimensions' entrepreneurial orientation has different effects when it comes to the performance of company functions such as R&D functions which are more influenced by innovation, marketing and sales functions which are more influenced proactive, while the product function performance is more influenced by risk taking.

4.2.2 The Influence of Innovation to Performance

Based on the analysis that has been done, the Y significant value is $0.000 < 0.05$. So, it is known that there is a significant effect of Y on Z. Which means that the higher the innovation will have an impact on the higher performance. This research strengthens the research that has been conducted by Kim et al. (2016) which states that advanced business starts from the extent to which the strategy is to continue to carry out innovative activities. The results of this study are also in line with Rosli and Sidek (2013) which states that superior performance exists due to product and process innovation in a business.

4.2.3 The Influence of Entrepreneurial Orientation on Performance through Innovation

From Regression Model II, it is known that the direct effect of variable X on Z is 0.288. While the indirect effect of X through Y on Z is obtained from the multiplication result of beta Y against Z, namely: $0.771 \times 0.591 = 0.455661$ (45.57%). Then the total effect is the direct effect plus the indirect effect, namely: $0.456 + 0.288 = 0.744$ (74.4%). From these results it is known that the value of the indirect effect is greater when compared to the direct effect, which means that indirectly X through Y has a significant effect on variable Z.

These results reinforce the research conducted by Nurlina (2014) which states that to improve business performance, innovation is needed to provide significant and tangible results. High business performance is influenced by high motivation.

5. Conclusion

This study was conducted to determine how much influence entrepreneurial orientation has on performance through the intervening variable of innovation in fish cultivator micro enterprises in Indonesia. Through statistical analysis, the following results are obtained:

- a. Entrepreneurial orientation has a positive and significant influence on the performance of the fish cultivator micro enterprise.
- b. The creativity of innovation has a positive and significant influence on the performance of the fish cultivator micro enterprise.
- c. Entrepreneurial orientation has a positive and significant influence on the performance of the fish cultivator micro enterprise through innovation.

Which, when summarized as a whole, means that the hypothesis regarding the influence of entrepreneurial orientation on performance, the influence of innovation on business performance, and the influence of entrepreneurial orientation on performance through innovation are ACCEPTED.

For future researchers who will raise this issue, it is hoped that it can complement the limited information from the research. The research conducted was limited to investigating the internal side of the fish farming business in Tasikmalaya. The author does not conduct investigations from the external side of cultivation such as economy or government policies.

Based on the above conclusions, the researcher found that there are dimensions that are weak compared to other dimensions for each variable. In entrepreneurial orientation variable, proactivity is the weakest dimension. Therefore, employers need to better understand the job descriptions of each job so that they are more responsible for their duties and are not influenced by the surrounding environment in carrying out their duties and responsibilities.

In innovation variable, market innovation is the weakest dimension. Therefore, entrepreneurs need to enter the latest developments which are now very easy by implementing industry 4.0 in the sales system to each region and carrying out promotions with the media to attract interest so that new markets open up.

In performance variable, customer is the weakest dimension. Therefore, it is necessary to increase performance in every aspect that is directly related to customers such as marketing. As well as providing the best service that satisfies customers and the opportunity to become repeat customers.

Innovation is said to be one of the important factors in the sustainability of fish cultivator. Therefore, entrepreneurs need to continue to innovate so that their business can continue to grow. Continuous research is needed to determine creativity in innovation, especially in fish cultivator micro enterprises or others industries with various scale enterprises.

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