

Entrepreneurial Orientation and Business Scale Effect on the Micro and Small Enterprises (MSEs) Performance: A Case in Banyumas, Central Java, Indonesia

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Entrepreneurial Orientation and Business Scale Effect on the Micro and Small Enterprises (MSEs) Performance: A Case in Banyumas, Central Java, Indonesia

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Abstract: The aims of this study was to analyze the influence of Entrepreneurial orientation and business scale to the performance of Micro and Small Enterprises (MSEs) on Women Entrepreneur Community in Banyumas Districts, Central Java Province, Indonesia. This causally study used regression analysis take data of 31 entrepreneurs as respondents and data gathered by using questionnaire instrument. The results showed that simultaneously entrepreneurial orientation and business scale affect to MSEs performance. Partially, entrepreneurial oriented do not significantly influence to corporate performance; but the business scale significantly affect to MSEs performance. Base on the result, MSEs entrepreneurs need to direct the various resources they possess through the creation of proactive innovations and the courage to face risks is expected to produce better MSEs performance.

Keywords: Entrepreneurial Orientation, Business Scale and MSEs performance

Introduction

The existence of Micro and Small Enterprises (MSEs) businesses in creating economic have stability through job creation and income distribution, but because of the low level of productivity causes low value for economic activities. Low productivity and small business value added due to factors of market growth instability in the fields they do. This is due to lack of understanding, market information provided by the government or others about which sectors have high market potential, in which areas, and when are these sectors have high market potential and how long the saturation point or the live cycle of the sector or product and when the innovation must be done and on what instrument the innovation must be emphasized.

Braman [1] stated that MSEs development is constrained by several things including: the problem of low quality of human resources, low business management, product competitiveness, access to capital and not optimal business cooperation networks yet. Quality of human resources capable of increasing productivity and value added of small businesses are superior human beings who are always oriented to pursue and take advantage of opportunities by creating new goods and services as product development, by creating new organizational forms or processing new raw material and win market competition. Such human resources are entrepreneurial-oriented human resources. According to Prissarides in Susilo and Krisnadewara [2] states that the characteristics of entrepreneurship and the business environment determine the ability to survive small businesses in Russia and Bulgaria. This is in line with the findings of Staines's (2005) study in Susilo and Krisnadewara [2] found that small entrepreneurs who have a relatively entrepreneurial spirit are more agile in surviving than large companies either because of their capital structure or the influence of the external environment which is relatively small.

The development of MSEs in Indonesia has increased every year. Current business owners are not only owned by men but many women now choose to become entrepreneurs. In recent years the

number of women who have become business owners or entrepreneurs has increased in number. In Indonesia, the number of women entrepreneurs is more on the micro and small scale. Data from the Ministry of Cooperatives and MSEs in 2015 recorded that out of 52 million MSEs in Indonesia, 60 percent of businesses were run by women. SMEs that known as the driving force to increase the competitiveness of the economy also takes on particular importance in the approaches related to the theory and practice of business [3].

This study was conducted to analyze and find out how the entrepreneurial orientation strategy and business scale can influence the performance of small businesses in Banyuwangi, Central Java, Indonesia, by testing and obtaining empirical evidence regarding the effect of entrepreneurial orientation strategy and business scale on the performance of women entrepreneur community in Banyumas.

1. Literature Review

Entrepreneurial Orientation

Understanding Entrepreneurial orientation is different from entrepreneurship in general. Lumpkin and Dess [4] in their attempt to clarify confusion in terms, give a clear distinction between entrepreneurial orientation and entrepreneurship. Entrepreneurship is defined as a new entry that can be done by entering a fixed market or a new market with existing or new products or services or launching a new company. While entrepreneurial orientation is defined as a description of how new entry is carried out by companies. Entrepreneurial orientation is described by the process, practice and decision-making activities that drive the new entry. So entrepreneurship can be considered as a product of entrepreneurial orientation. The process, practice and decision-making activities (entrepreneurial orientation) produce new entry (entrepreneurship). Entrepreneurial orientation reflects the company's tendency to engage in innovative, risk-taking and proactive behavior to defeat competitors. Companies involved in this kind of behavior can effectively develop or improve the performance and competitiveness of companies.

Entrepreneurial orientation is a characteristic and value adopted by the entrepreneur itself which is the unyielding nature. it takes risks, speed and flexibility. Entrepreneurial orientation emphasizes the spirit of creating business innovation, as a refresher of business constraints, which often accompanies the initial steps of innovative [5]. In other words, the importance of being proactive towards new opportunities, supports the company's ability to create products, not just a step ahead of competitors but also a step toward understanding consumer desires. Often proactive quality expects financial substance and commitment from management. With a reasonable risk, service companies hope to be the source of every opportunity that results in large losses [6].

The dimensions of entrepreneurial orientation have been taken from Covin and Slevin [7] and the following improvements are carried out with other researchers [8], so that conceptualization entrepreneurial orientation has dimensions (1) innovation, (2) proactive, aggressive tendency to take advantage of environmental opportunities; and (3) a willingness to take risks and (4) regulate or manage risk [9]. Based on the concept above, this study focuses on the entrepreneurial orientation of small businesses in the trade sector. So that the dimensions of entrepreneurial orientation used in this study were developed based on opinions or concepts developed by Miler [10]; Covin and Slevin [7], Lumpkin and Dess [4], which cover:

- (a) Innovation: Entrepreneurial-oriented companies always accept innovation, and based on ability is always useful to create updates about what has been done;
- (b) Proactive: An important conclusion of the entrepreneurial orientation is that the company will enter a new market that is already available a step ahead compared to competitors [4];
- (c) Courage in taking risks; Entrepreneurial orientation is the courage to take risks in creating business that is different from others [6]. Purwati et al [11] showed that that the information relating to the business conditions of SMEs will be a consideration for investors in deciding the acceptance or rejection of the filing of the investment.

Business scale

Business scale is the company's ability to manage his business by looking at total assets, how many employees are employed and how much income obtained by the company in one period accounting. An advanced company requires the amount of labor even greater, along with increasing company activity. Problems arising from each MSEs are more specific at the level of skills and human resources that are not competent yet. In the creative industry/economy this is also expected to reduce the impact of global competition warning, because the direction of the development of the creative industry will lead to an environmentally friendly industry pattern (Trade Department of Republik Indonesia, 2000). Meanwhile, bank is an institution that is very helpful and the business activity is expected to help small and medium enterprises to improve their productivity [12].

Micro and Small Enterprises are business activities that are able to expand employment, provide broad economic services to the community, play a role in the process of equity and increase community income, encourage economic growth, and play a role in realizing national stability [13]. According to Law No. 20 of 2008 [14] concerning Micro, Small and Medium Enterprises, MSEs business scale can be seen from sales, total assets and number of workforce. The number of workers in MSEs according to the Indonesian Central Statistics Agency (www.bps.go.id) is as follow:

- | | |
|--------------------------------|-----------------|
| (a) Household business (micro) | : 4-5 workers |
| (b) Small businesses | : 6-19 workers |
| (c) Medium business | : 20-29 workers |
| (d) Large business | : > 100 workers |

MSEs Performance

Micro and Small Enterprises having an understanding in accordance with the Decree of the Minister of Finance Number 40/KMK 06/2003 are businesses that have a turnover of less than or equal to Rp 100 million / year. Whereas small businesses, according to Article 5 of Act Number 9 of 1995, have a maximum net assets of Rp 200 million, not including land and buildings for business; or have an annual sale of at most Rp. 1 billion; owned by Indonesian citizens; stand alone, not a subsidiary or branch of a company owned, controlled or affiliated directly or indirectly with a medium or large business; in the form of an individual business; a business entity that is not a legal entity, or a business entity that is a legal entity, including cooperatives. Restrictions by the government with various regulations in the development of small business enterprises become a necessity to create independence and foster high competitiveness.

Simamora [15] said that performance is an achievement of certain job requirements which can ultimately be directly reflected in the output produced in both quantity and quality. The resulting output as said by Simamora above can be both physical and non-physical. This was confirmed by Nawawi [16] who called performance with the terms of the work, namely the results of the implementation of a work, both material / non-physical / non-material. The performance of its workers can be measured easily, that is from the amount of output achieved in a certain period of time. However, in group or team work units, this performance is rather difficult to identify individually.

In general, among researchers agree that entrepreneurial orientation has three dimensions: (a) innovativeness; (b) proactiveness; and (c) risk taking that affect the company's performance [10], [7], [17]. Empirical findings also show the same thing, that entrepreneurial oriented companies have better performance than not adopting an entrepreneurial orientation [7], [18], [19], [17] especially financial performance.

Several other research findings indicate a weak relationship between entrepreneurial orientation and company performance [20]. Meanwhile, Tang et al [21] found an inverted U-shape curve about the relationship of entrepreneurial orientation and performance of SMEs in China, due to differences in industrial characteristics. Even more extreme, Covin and Slevin [22] found no positive relationship between entrepreneurial orientation and company performance in different contexts. In simple terms it can be concluded that there are differences in empirical findings of the relationship between entrepreneurial orientation and performance due to differences in context and characteristics of the

industry. In the context of SMEs, ¹entrepreneurial orientation shows a strong relationship to SME performance [18]. This is because SMEs have the ability to respond quickly to threats and business opportunities [23]. This ability becomes the basic capital of SMEs to be able to continuously maintain and improve their performance.

Wardi and Susanto's research [24] which found evidence of innovation had a ¹⁵positive effect on company performance. The results of this study also did not support the results of Quantananda and Haryadi [25] research which found evidence that innovation partially affected business performance. Mustikowati and Tyasari [26] research also found evidence that innovation has a direct and positive effect on performance. Pangeran (2011), Quantananda and Haryadi [25] who found evidence that proactivity had a significant effect on business performance. Research by Wardi and Susanto [24] who found evidence that activity has a significant effect on SME performance. The results of research conducted by W¹²i and Susanto [24], Quantananda and Haryadi [25] found evidence that the courage to take risks has a positive effect on the company's financial performance.

2. Research Methods

The population of this study includes all members of women entrepreneur community in Banyumas, Central Java, Indonesia who are still active in their business. There are 71 Business Units scattered in Banyumas. The sample of this study was taken with a census meaning that all members of the population were selected as members of the sample. But with limited access and availability of data only 31 data can be analyzed.

Entrepreneurial Orientation Variables (X_1) describe the goals of a company based on the opinions or concepts developed by Miller [10]; so that indicators of entrepreneurial orientation variables in this study include: (a) Innovation; (b) Proactive; and (c) Courage in taking risks.

Business scale (X_2) is the company's ability to manage his business by looking at total assets, how many employees are employed and how much income obtained by the company in one period accounting. In this research, business scale proxy by workforce (number of worker).

⁵Company Performance (Y) is the work that can be achieved by a person or group of people in the organization, in accordance with the authority and responsibility of each in order to achieve goals. Organizational performance must be measured according to a certain size and in time. In this study measured by sales.

The data sources used in this study were primary data taken through a survey with questionnaire instruments designed based on indicators of each variable by testing the validity and reliability first. ⁹Regression Analysis is used to determine causal relationships, and F Test and t-test are used to test the effect of entrepreneurial orientation and business scale on MSMEs performance.

3. Result

⁹Analysis of the Effect of Entrepreneurship Orientation and business scale on MSEs Performance

In this study, the regression analysis used is multiple regression analysis. Summary table of Regression Analysis Results. The results of multiple regression analysis of the influence of entrepreneurial orientation strategy variables and business scale on MSEs performance shown in Table 1 below:

Table 1. The Results of Multiple Regression Analysis

No.	Variable	Value	Description
1.	Entrepreneur orientation (b) t	- 0.049 0.766	Not significant
2.	Business scale (b) t	0.507 0.004	Significant
3.	R	0.513	
4.	R ²	0.263	
5.	Adjusted R ²	0.211	

No.	Variable	Value	Description
6.	F	5.001	Decent model
	Sig.	0.140	

The results of multiple regression analysis of the influence of entrepreneurial orientation strategy variables and business scale on MSEs performance, can be formulated in the standardized regression equation as follows:

$$Y = -0.049 X_1 + 0.507 X_2$$

b₁. = regression coefficient for X₁ is -0.049

b₂. = regression coefficient for X₂ is 0.507

Based on the regression equation, it can be interpreted that the regression coefficient value for Entrepreneurship Orientation is -0.049, meaning that if the entrepreneurial orientation is increased by 1 (one) unit, the performance will decrease by 0.049 but the effect is not significant. Regression coefficient value for business scale of 0.507 shows that business scale variables influence the performance and its influence is significant. It can be said that if the business scale is increased by 1 (one) unit, the performance increases by 0.507. This value is greater than the entrepreneurial orientation and must get the attention of MSEs considering the business scale factor that is proxied by the number of workers is important in the survival of MSEs.

Regression analysis results indicate that the model is feasible because the F value is 4.926 with a significance value of 0.007. R² value of 0.263 shows 26.3 percent ability of the dimensions of entrepreneurial orientation variables and business scale explaining the performance of MSEs. Partially, the entrepreneurial orientation variable has a significance of 0.766 (insignificant). For business scale variables have a significance value of 0.004 (significant, because <α = 0.05). Simultaneously, entrepreneurial orientation and business scale have a significant effect on the performance of MSEs.

Analysis of the Determination Coefficient

R value (Multiple Correlation) of 0.513 means that between the variables of Entrepreneurial Orientation and Business Scale together have a close relationship with MSEs Performance. Besides that the variables of Entrepreneurial Orientation and Business Scale also have a considerable role, the determination analysis gets a number of 0.211 or 21.1 percent. This means that the contribution of the variables of entrepreneurial orientation and business scale is 21.1% and the rest of the contribution is variables other than entrepreneurial orientation and business scale.

Discussion

The results of this study indicate that the variables of entrepreneurial orientation and business scale simultaneously have a significant influence on the performance of MSEs. The management of companies by implementing proactive, innovative strategies and the courage to face risks to MSEs by paying attention to MSEs business scale also determines the achievement of MSEs performance.

Partially, the entrepreneurial orientation shows a negative influence on the performance of MSEs. In this study selected respondents mostly have implemented entrepreneurial orientation with a proactive business strategy, full of innovation and courage to face risks; however, entrepreneurs are still in the micro business category with relatively diverse businesses so that their sales performance is also relatively small. The results of this study are in line with Covin and Slevin [22] who did not find a positive relationship between entrepreneurial orientation and company performance in different contexts. Several other research findings indicate a weak relationship between entrepreneurial orientation and company performance [20]. There are differences in industry characteristics; Tang et al [21] found an inverted U-shape curve about the relationship of entrepreneurial orientation and performance of SMEs in China. In simple terms it can be concluded that there are differences in empirical findings of the relationship between entrepreneurial orientation and performance due to differences in context and characteristics of the industry.

The business scale that is proxied by the number of workers ¹ has a positive and significant effect on the performance of MSEs. The results of this study indicate that increasing the number of workers can improve the performance of MSEs. Most of the respondents of the women entrepreneur community in Banyumas do have relatively few workers so that they are included in the micro business category. The development of sales of products from year to year shows an increasing trend. Studies on the effect of the number of workers on the performance of MSEs have not been found.

The results of this study support the achievement of the expectations of the Indonesian government that Micro, Small and Medium Enterprises are business activities that are able to expand employment, provide broad economic services to the community, play a role in the process of equity and increase community income, encourage economic growth, and play a role in realizing national stability [13].

Various studies and the results of this study indicate that entrepreneurial-oriented MSEs will place the ability of the workforce as the focus and target of the development strategy that must be achieved. By directing various resources owned through the creation of proactive innovations and courage to face risks, it is expected to produce better MSEs performance.

Conclusions

The conclusions that can be drawn from this study include:

1. Simultaneously entrepreneurial orientation and business scale ¹⁸ have a significant effect on MSEs performance.
2. Partially entrepreneurial orientation has a negative and insignificant effect on the performance of MSEs. ¹¹
3. Partially the business scale has a positive and significant effect on the performance of MSEs.

Implication of this research are MSEs entrepreneurs need to direct the various resources they possess through the creation of proactive innovations and the courage to face risks is expected to produce better MSME performance.

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