THE EFFECT OF ENTREPRENEURIAL ORIENTATION, PRODUCT INNOVATION, AND DIGITALIZATION ON BUSINESS PERFORMANCE (SURVEY OF SEBLAK MSMEs ACTORS IN SUKABUMI CITY)

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Abstract

This study aims to analyze the influence of entrepreneurial orientation, product innovation, and digitalization on business performance among MSMEs seblak entrepreneurs in Sukabumi City. Based on the results and discussion, several main conclusions were drawn. Entrepreneurial orientation is reflected through risk-taking, where MSMEs entrepreneurs dare to try new business strategies and face market uncertainties to achieve business growth. Product innovation is an important aspect, with the addition of seblak variants continuously developed to meet diverse consumer needs. Digitalization is increasingly adopted, particularly in digital ordering through social media platforms and e-commerce, which facilitates consumers in ordering products online, expands market reach, and improves operational efficiency. The results show that entrepreneurial orientation has a positive and significant effect on business performance among MSMEs seblak entrepreneurs in Sukabumi City, as evidenced by the t-value being greater than the t-table value. Additionally, product innovation also has a positive and significant impact on business performance, indicated by the t-value being greater than the t-table value. Lastly, digitalization is proven to have a positive and significant effect on business performance, as evidenced by the t-value being greater than the t-table value. These findings underline the importance of entrepreneurial orientation, product innovation, and digitalization in improving the business performance of MSMEs seblak in Sukabumi City.

Keywords: The Influence of Entrepreneurial Orientation, Product Innovation, Digitalization, Business Performance

INTRODUCTION

Micro, small, and medium enterprises (MSMEs) have an important role in the Indonesian economy. Their rapid growth shows the great potential of MSMEs to continue to develop and contribute to economic progress. MSMEs increase the competitiveness of the national economy, increase people's income and a national economic driving force. The growth of MSMEs in Indonesia has increased rapidly and significantly over time. The contribution of MSMEs at the national level is proof that MSMEs are one of the backbones of the country to increase economic growth and development (Nurmala et al., 2022).

One of the culinary MSMEs that is popular among the community is seblak. Seblak is a processed food originating from West Java, the main ingredient of crackers. Seblak is popular with teenagers to adults, especially lovers of spicy food. The taste of the typical spices of seblak makes this culinary food popular with many people. Because it is popular, many MSMEs chooses to open a seblak culinary business. The number of seblak culinary MSMEs actors is increasing, making the competition tight. So, seblak culinary business actors need to design relevant strategies in facing this competition, to compete and survive their business.

Business performance is an important aspect of business management, especially on an MSME scale (Lutfianisa et al., 2021). Business performance can be understood from various perspectives, starting from motivation and business environment to internal and external variables that influence the progress and evolution of a business. The motivation of business actors and the condition of the business environment where the business operates can affect the performance of MSME seblak businesses.

In the city of Sukabumi, seblak is very popular, as evidenced by the many seblak sellers in every area of Sukabumi. The price is quite cheap, making seblak a choice of snacks for the people of Sukabumi, from children to adults. To find out the condition of seblak MSMEs in Sukabumi City. So I conducted a pre-research questionnaire on 15 seblak MSME actors in Sukabumi City. The goal is to find out whether the business performance of the seblak MSMEs has decreased or increased.

The impact of declining business performance can be a decrease in revenue and profit, which can affect the company's ability to pay debts and finance operations (Saori et al., 2021).

In addition, declining business performance can also affect the company's reputation in the eyes of consumers and investors, which can affect their trust and loyalty to the company. This can have an impact on decreasing market share and making it difficult for the company to maintain its position in the market.

The market share of seblak MSMEs in Sukabumi City has not reached its optimum, mainly due to several internal and external elements that affect their business performance. Among the internal aspects are the lack of innovation in seblak products, the lack of effective promotion and marketing, and the lack of access to resources and capital. External factors such as tight competition from other seblak MSMEs, changes in people's consumption patterns, and changes in market trends can also affect the performance of seblak MSME businesses.

The profitability of seblak MSMEs in Sukabumi City has not reached its optimum, mainly due to several internal and external factors that affect their business performance. To maintain and improve business performance, breakthroughs and following the development of the times are needed so that the business can increase and survive. Profitability is very important for business performance because it is a ratio where a company describes the profits obtained from each activity carried out by the company (Illahi et al., 2020).

LITERATURE REVIEW

Strategy Management

According toPrasodjo (2020), strategic management is a procedure that organizations use to set goals and objectives, then plan and implement strategies to achieve them. This procedure is dynamic and changes as the organization and its goals grow.

Business Performance

According to Putri & Ie (2020), business performance is a reflection of the extent to which activities, policies, and programs succeed in achieving the goals, objectives, mission, and vision of an organization, as depicted in the formulation of its strategic scheme.

Entrepreneurship Orientation

According to Knight (2016) in (Yosi et al., 2021)Entrepreneurial orientation is the search for opportunities, the courage to take risks, and the decision to act by organizational

leaders. Entrepreneurial orientation refers to a series of processes, practices, and decision-making that encourage the search for new ideas, with three aspects of entrepreneurship, namely always innovating, acting proactively, and being willing to take risks.(Hamel & Wijaya, 2020).

Product Innovation

According to Fadhilah & Cahya (2022), product innovation is an idea about a product that is viewed by consumers as a new product. Along with the evolution of the times and changes in market preferences, customers are becoming more sensitive in determining which products can satisfy them.

Digitalization

Digitalization is a series of transformation stages in a company, starting from the stage of not using information technology (IT) to reaching the stage of digital transformation. Each stage of transformation requires appropriate resource allocation, organizational structure, growth strategy, performance measurement, and objectives.(Verhoef & Bijmolt, 2019).

RESEARCH METHOD

The research method used by researchers is a quantitative research method with a descriptive approach and associative analysis. Because it affects the variables to be studied in this study. In this study, the independent variables consist of entrepreneurial orientation, product innovation, and digitalization. While the dependent variable uses business performance. The population in this study were seblak MSMEs actors in Sukabumi City whose population size is unknown. While the number of samples used in this study uses the formula from Lemeshow because the population size is unknown, here is the formula from Lemeshow. Based on the Lemeshow formula, the minimum number of samples required is 96.04. Therefore, in this study, the number of samples was rounded up to 100 respondents.

The reason for using a sample of 100 people is so that if there is a questionnaire with less valid data, it can be replaced with an additional questionnaire to achieve the desired valid number. Thus, if all 100 questionnaires are declared valid, the number of samples for this study remains 100. The number of respondents reaching 100 people is considered quite representative because it exceeds the minimum sample limit required.

RESULTS AND DISCUSSION

Classical Assumption Testing

Normality Testing

According to Ghazali (2018), the basis for decision-making using the normality test with the Monte Carlo exact test is that if the probability of significance is greater than 0.05, then the data is considered to be normally distributed.

Table 1.
Normality Test Results
One-Sample Kolmogorov-Smirnov Test

			Unstandardized Residual
N			100
Normal Parametersa,b	Mean		.0000000
	Std. Deviation		1.82573621
Most Extreme Differences	Absolute		.096
	Positive		.082
	Negative		-.096
Test Statistics			.096
Asymp. Sig. (2-tailed)			.024c
Monte Carlo Sig. (2-tailed)	Sig.		.298d
	99% Confidence Interval	Lower Bound	.286
		Upper Bound	.309

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. Based on 10000 sampled tables with starting seed 2000000.

Source: Data processed by researchers, 2024

The normality test for all variables obtained a probability value of 0.298 so that it can be declared normal because it exceeds the confidence value of 0.05.

Multicollinearity Testing

In multicollinearity testing, the VIF (Variance Inflation Factor) value obtained must be equal to or less than 10 and the tolerance value must be equal to or greater than 0.1.

Table 2.
Multicollinearity Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	6,858	4,586		1,496	.138		
	Orientation Entrepreneurship	.179	.078	.194	2.301	.024	.458	2.183
	Product Innovation	.467	.120	.453	3.900	.000	.241	4.156
	Digitalization	.258	.116	.247	2.221	.029	.262	3.816

a. Dependent Variable: Business Performance

Source: Questionnaire Data Processing Results, 2024

Each variable has a VIF value of less than 10 and a Tolerance Value of more than 0.01, meaning that there is no linear relationship between the variables of entrepreneurial orientation, product innovation, and digitalization.

Autocorrelation Testing

The results of the autocorrelation test are presented in the following table:

Table 3.
Autocorrelation Test Results
Model Summaryb

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.830a	.688	.678	1,854	1,951

a. Predictors: (Constant), Digitalization, Entrepreneurial Orientation, Product Innovation
b. Dependent Variable: Business Performance

Source: Questionnaire Data Processing Results, 2024

The results of the autocorrelation test show that the Du value is smaller than the Durbin-Watson value and smaller than 4 – Du (Du < Dw < 4 – Du). So it can be concluded that there is no change in the sample from time to time in this study.

Heteroscedasticity Testing

If the significance of the correlation results is less than 0.05 (5%) then the regression equation is said to have heteroscedasticity and if the correlation results are greater than 0.05 (5%) then the equation does not include heteroscedasticity or is non-heteroscedasticity.

Table 4.
Heteroscedasticity Test Results Table

Entrepreneurship Orientation				Innovation Product	Digitalization	Unstandardized Residual
Spearman's rho	Entrepreneurship Orientation	Correlation Coefficient	1,000	.707**	.673**	.093
		Sig. (2-tailed)	.	.000	.000	.359
		N	100	100	100	100
	Product Innovation	Correlation Coefficient	.707**	1,000	.781**	.054
		Sig. (2-tailed)	.000	.	.000	.595
		N	100	100	100	100
	Digitalization	Correlation Coefficient	.673**	.781**	1,000	.098
		Sig. (2-tailed)	.000	.000	.	.332
		N	100	100	100	100
	Unstandardized Residual	Correlation Coefficient	.093	.054	.098	1,000
		Sig. (2-tailed)	.359	.595	.332	.
		N	100	100	100	100

**. Correlation is significant at the 0.01 level (2-tailed)

Source: Questionnaire Data Processing Results, 2024

Based on the table above, the value of the Entrepreneurial Orientation, Product Innovation, and Digitalization variables has a significance value greater than 0.05 so it can be said that there is no heteroscedasticity problem.

Linearity Testing

Linearity tests can be done through the test of linearity. The applicable criteria are if the significance value on linearity ≤ 0.05, then it can be interpreted that there is a linear relationship between the independent variable and the dependent variable.

Table 5.
Results of Linearity Test of Entrepreneurial Orientation on Business Performance
ANOVA Table

Sum of Squares				df	Mean Square	F	Sig.
Business Performance * Entrepreneurial Orientation	Between Groups	(Combined)	641,454	14	45,818	9,349	.000
		Linearity	506,266	1	506,266	103,298	.000
		Deviation from Linearity	135,188	13	10,399	2.122	.021
	Within Groups		416,586	85	4.901		
	Total		1058.040	99			

Source: Questionnaire Data Processing Results, 2024

The relationship between the Entrepreneurial Orientation Variable and Business Performance has a linear relationship because the linearity significance value is less than 0.05, namely 0.000.

Table 6.
Results of Product Innovation Linearity Test on Business Performance
ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Business Performance * Product Innovation	Between Groups	(Combined)	745,739	11	67,794	19.103	.000
		Linearity	683,470	1	683,470	192,588	.000
		Deviation from Linearity	62,269	10	6.227	1,755	.081
	Within Groups		312.301	88	3,549		
	Total		1058.040	99			

Source: Questionnaire Data Processing Results, 2024

The relationship between the Product Innovation variable and Business Performance has a linear relationship because the linearity significance value is less than 0.05, namely 0.000.

Table 7.
Results of the Linearity Test of Digitalization on Business Performance
ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Business Performance * Digitalization	Between Groups	(Combined)	730,046	11	66,368	17,806	.000
		Linearity	623,040	1	623,040	167,160	.000
		Deviation from Linearity	107.005	10	10,701	2,871	.004
	Within Groups		327,994	88	3,727		
	Total		1058.040	99			

Source: Questionnaire Data Processing Results, 2023

The relationship between the Digitalization variable and Business Performance has a linear relationship because the linearity significance value is less than 0.05, namely 0.000.

Multiple Correlation Test Results

Multiple correlations in research aim to identify the relationship between two or more independent variables with one dependent variable. This is a value that shows the direction and strength of the relationship between various independent variables and dependent variables, usually symbolized by Narlan & Juniar Tri (2020).

Table 8.
Multiple Correlation Test Results
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.830a	.688	.678	1,854	.688	70,598	3	96	.000

a. Predictors: (Constant), Digitalization, Entrepreneurial Orientation, Product Innovation

Source: Questionnaire Data Processing Results, 2024

Based on the table above, it can be seen that the value of the linear relationship between the variables of Entrepreneurial Orientation, Product Innovation, and Digitalization on Business Performance is 0.830. The calculation results obtained can then be given an intervention to the strength of the relationship by using guidelines such as the following table:

Table 9.
Correlation Coefficient According to Guilford Criterion

	Relationship Level
0.0 – 0.199	Very Low
0.20 – 0.399	Low
0.40 – 0.599	Currently
0.60 – 0.799	Strong
0.800 – 1000	Very strong

Source: (Tambajong et al., 2019)

Based on the above criteria, it can be seen from the results of the correlation calculation of 0.830 with an error of 5% or $\alpha = 0.05$. Therefore, the resulting value lies in the very strong criteria, meaning that the variables of Entrepreneurial Orientation, Product Innovation, and Digitalization on Business Performance empirically have a very strong linear relationship.

Results of the Determination Coefficient Test

The coefficient of determination value is presented in percentage form, which shows how much variation in the dependent variable can be explained by the regression model. According to Santosa & Luthfiyyah (2020), in the analysis of the coefficient of determination, there are criteria for assessing the strength of the influence of the independent variable on the dependent variable. These criteria are as follows:

1. If the kd value is close to 0, then the influence of variable X on variable Y is weak.
2. If kd approaches 1, the influence of variable X on variable Y is strong.

Table 10.
Results of the Determination Coefficient Test
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.830a	.688	.678	1,854

a. Predictors: (Constant), Digitalization, Entrepreneurial Orientation, Product Innovation

Source: Questionnaire Data Processing Results, 2024

The coefficient of determination or R square value is 0.688. The R square value is obtained from the squaring of the R-value, which is 0.830 x 0.830 = 0.688 or equal to 68.8%. Therefore, it can be concluded that kd = 0.688 is close to the value of 1, which means that the influence of Entrepreneurial Orientation, Product Innovation, and Digitalization on Business Performance is stated to be strong.

Based on these calculations, the research model calculation can be formulated as follows:

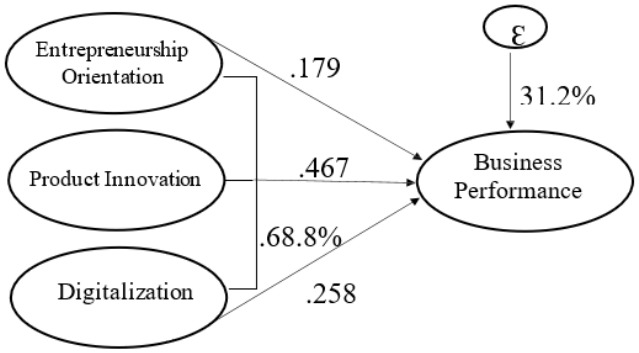

Figure 1.
Research Model Calculation
Source: Processed by Researchers, 2024

Information:

Rx1x2x3 = 0.688

R2x1y = 0.179

R2x21y = 0.467

R2x31y = 0.258

Ɛ = 31.2%

The correlation between Entrepreneurial Orientation, Product Innovation, and Digitalization on Business Performance is 0.830 The relationship between the Entrepreneurial Orientation variable and Business Performance is 0.179, the relationship between the Product Innovation variable and Business Performance is 0.467 and the relationship between the Digitalization variable and Business Performance is 0.258. and the contribution of Entrepreneurial Orientation, Product Innovation, and Digitalization in influencing Business Performance is 68.8% while the remaining 31.2% is influenced by other variables outside this study.

Simultaneous Significance Test Results (f Test)

The simultaneous Significance Test (F-Test) is used to determine the overall influence of independent variables on the dependent variable.(Sugiyono, 2019). This study was conducted to determine how much influence entrepreneurial orientation, product innovation, and digitalization have on business performance.

The criteria used to calculate this simultaneous test are:

1. If Fcount > Ftable at α = 5% then Ho is rejected and Ha is accepted (significant)
2. If Fcount < Ftable at α = 5% then Ho is accepted and Ha is rejected (not significant)

Table 11.
Simultaneous Significance Test Results (F Test)
ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	728,042	3	242,681	70,598	.000b
	Residual	329,998	96	3.437		
	Total	1058.040	99			

a. Dependent Variable: Business Performance
b. Predictors: (Constant), Digitalization, Entrepreneurial Orientation, Product Innovation

Source: Questionnaire Data Processing Results, 2023

Based on the calculation above, the results of the calculation of the f count of the variables Entrepreneurial Orientation, Product Innovation, and Digitalization, simultaneously influence Business Performance of 0.000 < 0.05 and the f count value is 70.598. It can be concluded that there is a significant influence between variables X1, X2, and X3 on Y or Entrepreneurial Orientation, Product Innovation and Digitalization together influence Business Performance.

Multiple Linear Regression Test Results

Table 12.
Multiple Linear Regression Calculation
Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,858	4,586		1,496	.138
	Entrepreneurship Orientation	.179	.078	.194	2.301	.024
	Product Innovation	.467	.120	.453	3.900	.000
	Digitalization	.258	.116	.247	2.221	.029

a. Dependent Variable: Business Performance

Based on Table 12, it can be seen that the value of the multiple linear regression equation in this study is as follows:

a = 6,858

b1 = 0.179

b2 = 0.467

b3 = 0.258

Therefore, a multiple linear regression equation is obtained for three predictors (Entrepreneurial Orientation, Product Innovation, and Digitalization), namely:

$$\mathbf{Y^* = 6.858 + 0.179\ X1 + 0.467\ X2 + 0.258\ X3}$$

From the multiple linear regression equation above, it can be concluded:

1. The constant value of 6.858 means that if the variables Entrepreneurial Orientation, Product Innovation, and Digitalization have a value of (0) then Business Performance is 6.858.
2. If Entrepreneurial Orientation has an increase or rise of (1) unit assuming the Product Innovation and Digitalization variables remain constant, then Entrepreneurial Orientation will experience an increase of 0.179.
3. If Product Innovation experiences an increase or rise of (1) unit assuming the Entrepreneurial Orientation and Digitalization variables remain constant, then Product Innovation will experience an increase of 0.467.
4. If Digitalization has an increase or rise of (10) units assuming the Entrepreneurial Orientation and Product Innovation variables remain constant, then Digitalization will experience an increase of 0.258.

Partial Significance Test Results (t-Test)

If the relationship between variables is partially significant, then the sample can be considered representative of the population from which the sample was taken. The test results obtained will be compared with the attached provision table to then conclude. Telussa et al. (2013).

This test is explained separately because it aims to see the influence of each independent variable on the dependent variable partially. The test criteria are as follows:

1) If tcount > ttable then H0 is rejected and Ha is accepted (significant)
2) If tcount < ttable then H0 is accepted and Ha is rejected (not significant)

Table 13.
Results of the Influence of Entrepreneurial Orientation on Business Performance
Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,858	4,586		1,496	.138
	Entrepreneurship Orientation	.179	.078	.194	2.301	.024
	Product Innovation	.467	.120	.453	3.900	.000
	Digitalization	.258	.116	.247	2.221	.029

a. Dependent Variable: Business Performance

1. **Hypothesis Testing of Entrepreneurial Orientation on Business Performance**

   Based on Table 13, it can be seen that the T count is greater than the T table which is 2.301 > 1.984. therefore, H0 is rejected and H1 is accepted. So, the implementation of Entrepreneurial Orientation has a positive and significant effect on the Business Performance of MSME seblak actors in Sukabumi City.

2. **Hypothesis Testing of Product Innovation on Business Performance**

   Based on Table 13, it can be seen that the T count is greater than the T table which is 3,900 > 1,984. Therefore, H0 is rejected and H1 is accepted. So, the implementation of Product Innovation has a positive and significant effect on the Business Performance of MSME seblak actors in Sukabumi City.

3. **Testing the Digitalization Hypothesis on Business Performance**

   Based on Table 13, it can be seen that the calculated T is greater than the T table which is 2.221 > 1.984. Therefore, H0 is rejected and H1 is accepted, so digitalization has a positive and significant effect on the Business Performance of MSME seblak actors in Sukabumi City.

CONCLUSION

Based on the results and discussion regarding Entrepreneurial Orientation, Product Innovation, and Digitalization on the Business Performance of Seblak MSME Actors in Sukabumi City, the following conclusions can be obtained:

1. Entrepreneurial orientation in seblak MSME actors in Sukabumi City is reflected through risk-taking, where business actors dare to try new business strategies and face market uncertainty to achieve business growth. Product innovation is also an important aspect, with the addition of new products such as seblak variants that continue to be developed to meet the diverse needs of consumers. In addition, digitalization is increasingly being adopted by seblak MSMEs actors, especially in terms of digital ordering, which utilizes social media and e-commerce platforms to make it easier for consumers to order their products online, thereby expanding market reach and increasing operational efficiency.
2. There is a positive and significant influence of entrepreneurial orientation on business performance in seblak MSMEs actors in Sukabumi City. This is indicated by the results of the t count being greater than the t table. This means that entrepreneurial orientation can improve business performance in seblak MSMEs actors in Sukabumi City.
3. Significantly, the t-value is greater than the t-table indicating a positive influence of product innovation on business performance. This means that product innovation in the developed MSMEs will have an impact on improving business performance in MSME seblak actors in Sukabumi City.
4. Digitalization has a positive and significant impact on business performance, this is evidenced by the results of t count being greater than the t table. Thus, digitalization can improve business performance in seblak MSMEs actors in Sukabumi City.

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