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ENTREPRENEURSHIP ORIENTATION OF SMALL AND MEDIUM
ENTERPRISES IN INDONESIA TOWARDS THE USAGE OF E-
COMMERCE PLATFORM CASE STUDY IN EVENT AND PARTY
INDUSTRY

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Abstract

Despite high number of Internet users and high growth of Internet utilization for business purpose. Small and Medium Enterprise (SME) firms intention to use Internet and e-commerce are consider low compare to larger companies. It is found that researchers around the world are also found the same fact that adoption e-commerce among SMEs are relatively low. Therefore, we are doing a research of SMEs in Indonesia and their intention for using e-commerce platform. We are using SmartPls 3.0 Program to analyze 62 companies in the event and wedding industry throughout Jakarta and Greater Jakarta Area. Through our works we discover that Entrepreneur in Indonesia SME has greater intention to use e-commerce platform when it is mediated with Technology Orientation using UTAUT (Unified Theory of Acceptance and Use of Technology) model compare to one without mediation of technology orientation towards using e-commerce platform.

INTRODUCTION

E-commerce is the mean of using inter connected network such as The Internet or other electronic means to conduct a transaction of goods and services between buyer and seller in business to business (b2b) as well as business to consumer (b2c). As it was predicted by Peter Drucker Back in 2002, today's E-Commerce would significantly affect they way of traditional business into a new way of modern business trough the convergence of Information and communication technology (Drucker, 2002; Turban, King, Lee, Liang, & Turban, 2015). Etailer like amazon, ebay, etc intermediated the electronic medium for companies to enter The Internet and E-commerce

(Achrol & Kotler, 2012). Therefore implementation to the e-commerce world is much easier than it was before.

The developing nations like Indonesia is accounted to only 1% of online transaction of 326 Billion-dollar shares. It's like 1 online transaction per 100 offline transaction. Compare more developed country like the United States, their online to offline transaction have reached 1 online transaction to 7 offline transaction. This number are growing along with the penetration of internet connectivity trough mobile and fiber to the home throughout the country ("Domestic e-commerce transactions reach value of \$5.6b - Business - The Jakarta Post," n.d.; "Indonesia's \$326b Retail Market Still Has Strong Appeal, Index Shows | Jakarta Globe," n.d.; "Soal Tren Belanja Online, Bos Tokopedia: Kontribusi E-Commerce Baru 1% : Okezone Economy," n.d.). Therefore, Internet penetration to this developing nation is beneficial for small and medium enterprises to increase their revenue and penetrating new untap market with the use of e-commerce platforms.

In the essence of E-Commerce (EC) at b2b organizations, SME's sector adoption to e-commerce rather slow due to lack of experience and little awareness to the strength of IT Infrastructure (Mason-Jones D.R., 2014). This shows contradiction despite the high growth of Internet Users. Other research also confirms that SMEs who adopt e-commerce experiencing a higher annual growth of revenue and those with entrepreneurial orientation gain more experience with an even higher annual growth (Abebe, 2014). The big gap of e-commerce adoption between SME's and large well established firm due to different attitudes and experience between the two that causes the slow adoption of SMEs compare to well established firm (Fomin et al., 2005; Abebe, 2014). (Achrol & Kotler, 2012) Noted that

This slow adoption of E-Commerce in the SMEs Sector therefore is such an interesting phenomena to look upon trough the eyes of scientific research. This phenomena contradict with the high growth of Internet users and its convenience in the modern way of doing business.

Sutanonpaiboon and Pearson (2006) Beliefs that adoption of EC for SMEs will play an important role to reach company's competitive advantage especially to those in the developing country. Years of experience in using e-commerce will plays an important role of adoption of EC and business performance at the tourism industry in Malaysia (Salwani, Marthandan, Norzaidi, & Chong, 2009). The adoption of IT such as E-Commerce technology bring about the new Inovations to SMEs. With more than 57 million SME enterprises in Indonesia, the importance of SMEs as the backbone of many countries economy around the world is no more a fairytale (Moghavvemi & Akma Mohd salleh, 2014). Therefore the adoption of EC in SMEs not only important to the firms but they also plays an Important roles to countries economy. Competitive advantages must be achieved by the SMEs to stay in the competition.

In achieving the competitive advantage, SMEs must redesign their business process accordingly to match with EC Capabilities, such as the relationship between business partners (Fauska, Kryvinska, & Strauss, 2013). Venkatesh et al., (2003) studies the Performance Expectancy, Social Influence, and facilitating condition on behavioral intention to use of technology and formulate them as Unified Theory of acceptance and use of technology (UTAUT). This UTAUT model can be employed as mediating

variabel to test the SME's Entrepreneur in adopting E-commerce.

The objective of this particular paper will be examining the intention to use E-Commerce technology for the SMEs at the event and party industry in Indonesia using the Unified Theory of Acceptance and use of Technology (UTAUT) as mediating variable toward intention to use E-Commerce technology.

LITERATURE REVIEW

Entrepreneurship Orientation

The Entrepreneurship Orientation is the way of Entrepreneur looking and searching for any new possibilities or innovations in the mist of environment uncertainties to be fits and implemented into their organizations (McMullen & Shepherd, 2006). Trace back as early as 1973 Henry Mintzberg noted that Entrepreneurial Orientation (EO) as the effort of firms in seeking for any new opportunities in the middle of complexity and uncertainty. This opinion also strengthens by Khandwalla who notes that EO revert to the courage of decision making process (Khandwalla, 1976; Mintzberg, 1973; Covin & Wales, 2012).

Therefore, we believe that Entrepreneurial Orientation is positively associated with the intention to use e-commerce application

H1: Entrepreneur orientation is positively influence e-commerce Intention

Process of Strategy making activities that includes Processes, Practices, and Decision – Making Activates will guide the Entrepreneur to enter a new activity (Covin & Slevin, 1991; Covin & Wales, 2012; Chen, 2014). While Hughes and Morgan (2007) analyze deeper on how to measure Entrepreneurship Orientation construct into five dimensions indicators first is how the entrepreneur perceive its risk taking behavior, second is how the entrepreneur behavior attitude towards innovations, third is how entrepreneur proactiveness and adapting into changes in environment, and fourth is how the aggressive the entrepreneur facing the competition, fifth is how the entrepreneur and its organization's autonomy in moving forward towards change of environment. Therefore, Entrepreneurship orientation will lead the organization to move forward and accept the use of new technology to gain company's competitive advantages. We then hypothesize the entrepreneur orientation as follow:

H2: Entrepreneur Orientation is positively associated with the Unified Theory of Acceptance and Use of Technology

Technology Orientation with the use of Unified Theory of Acceptance and use of technology

Unified Theory of Acceptance and Use of Technology is the combination used of earlier theory of technology acceptance such as Theory of reasoned action (TRA) (Fishbein & Ajzen, 1975), Technology Acceptance Model (Davis, 1989), Social Cognitive Theory which developed into the user acceptance of personal computer (Compeau & Higgins, 1995), and The Innovation diffusion theory and the adoption of technology (Moore & Benbasat, 1996), into one unified model called the UTAUT (Venkatesh et al., 2003). UTAUT was developed mainly from the Theory Of Acceptance Model (TAM), that was introduced by Davis in 1989 which constitute the users attitude to use the technology (Davis, 1989). Kim, Lee, Hwang, & Yoo,

(2015) noted that there is lack of variations that can be used effectively to the needs for a broader research application, therefore a broader model TAM was needed.

The UTAUT was developed by extricating 3 variables that impact behavioral expectations to utilize, 1 variables capable that impacts activity, and 4 control variables that intervene the impacts of the procedure. The 3 Variables are Performance Expectancy (PE), Effort Expectancy (EC), Social Influence (SI) and Facilitating Conditions (FC). These 3 Independent variables are expected to influence the Intention to use (ITU). The UTAUT model includes 4 Control Variables that moderates the 3 Independent variables which includes age, gender, experience and voluntariness to use towards the intention to use (Davis, 1989; Kim et al., 2015; Venkatesh et al., 2003). UTAUT revert to a model of Behavioral intention towards the use of technology with PE, EC, SI, FC and the addition of 4 controls variables that includes age, gender, experience and voluntariness as the measurement model. Therefore, it is necessary to include UTAUT as mediating variable to measure the Entrepreneur orientation towards the use of e-commerce application in the event and party industry. As we known that this event and party industry players are mostly companies in small and medium enterprises, we then hypothesize the UTAUT as follow:

H3: Entrepreneurship Orientation mediated with UTAUT Will Positively Influence Entrepreneur Orientation towards E-Commerce Intention

Electronic Commerce Intention

As the convergence of Information and Communication technology, E-Commerce has grown stronger and place its position no more as technology enabler but also becoming a game changer in the modern way of doing business especially in gaining competitive advantage to win the competition. Since it was introduced in 1995 The Internet Driven transaction or know as e-commerce being used by 1 to 2 million users in united states alone and doubled every one hundred days. Along with the growth and penetration of the Internet, estimated up to 4 Billion Internet Users in 2018, the E-Commerce is no more a technology that functions as enabler in moving forward from traditional business into a modern way of doing business, rather than a game changer in business innovations that needed serious attention from all stake holders including business communities, Government, and law maker (Turban et al., 2015; McLoughlin, 2000).

The term of brick and mortar company, revert to an established company who employ the technology, especially The Internet technology such as e-commerce as the extension of its daily lives of doing business especially in offering product and services to their prospective customers in order to gain competitive advantage from its competitor, therefore the use of e-commerce technology with the use of user friendly front whose act as the user interface and supported with strong backend will surely attract the use of e-commerce platform. (Tan, Chong, Lin, & Eze, 2009; Salwani et al., 2009). Therefore, in the the adoption of this technology will bring about the user intention in this case the SMEs in the event and party sectors to use e-commerce as it is drawn the research model at Figure 1.

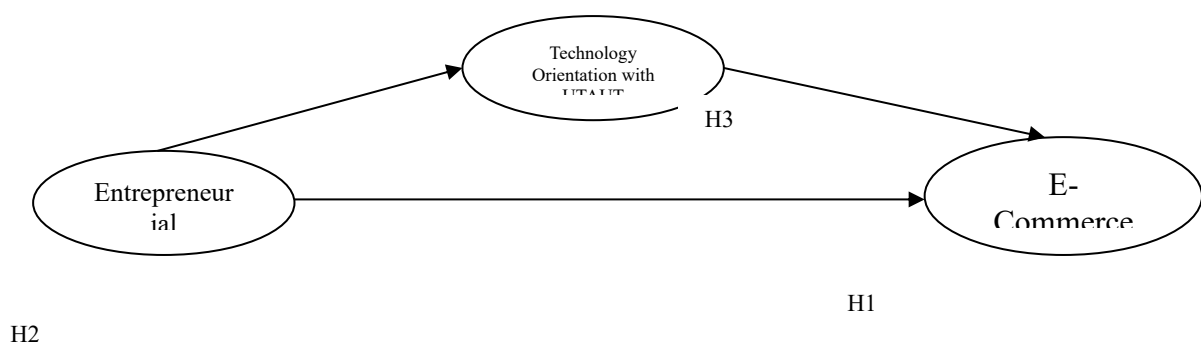


Figure 1. A model of Entrepreneurial Orientation to E-Ecommerce Intention and Technology Orientation as Mediating Variables.

MATERIALS AND METHODS

The research was conducted in Jakarta, the capitol city of Indonesia between period of March and May 2018. According to ministry of Indonesia cooperative and small medium enterprises, there are 57 million micro and small medium enterprises throughout Indonesia. SMEs are Indonesia economic main pillars to supports its economy (Depkop, 2012). Samples are taken in Jakarta as we believe that Jakarta can represents Indonesia as a whole. We Sent out questionnaire survey to 64 Small and Medium enterprises who specializes in event and party Industry. These number of samples justified with the uses of Partial Lease Square- Sequential Equation Model (PLS-SEM) where the use of this model and its bootstrapping method does not require normality in distribution since it follow a non-parametric rule. Bootstrapping methods with its multiple resamples technique will bring high accuracy even if in low samples circumstances (Efron & Tibshirani, 1998; Ghozali & Latan, 2015; Hair, Black, Babin, & Anderson, 1998; Tenenhaus, Pagès, Ambroisine, & Guinot, 2005).

Samples are small and medium enterprises business owner and directors of the companies. We are using Partial Least Square method for the analysis and applying Smarts 3.0 program (Ringle, Wende, & Becker, 2015) . Analysis with PLS-SEM using two steps confirmatory analysis (CFA) model where one is outer model analysis where we analyze the reliability and validity of indicators to its latent variable. Second, we do an outer model to analyze the significance between latent variables (Ghozali & Latan, 2015).

RESULTS AND DISCUSSIONS

The intention to use e-commerce platform among Small and Medium enterprises in the event organizer and wedding industry can be described as follow. The construct of our variables operationalization can be seen at table 1. Following to our results With SmartPLS 3.0 program and the outer model analyses method, from the convergent validity results we find that from 2 indicators of facilitating conditions 1 indicator cannot satisfy the loading factor of 0.7. Only 1 indicators can satisfy the loading factor above 0.7. Theses facilitating conditions scores at 0.579. Therefore, this indicator does not reflect the causal effect to its latent variables, action taken is to exclude this indicator from its latent variable. With this finding It seems that our respondent doesn't need any sophisticated facilitating condition in using e-commerce application as perhaps they already used to use various internet base application before. The other indicators within the entrepreneur

orientation includes five indicators of EO, 14 TO-UTAUT indicator, 2 E-Commerce Indicator can satisfy the loading factor of above 0,7. Average Variance Extracted (AVE) are above 0.5. This number indicates that all the indicators are valid to construct to their latent variables. See Figure 2.

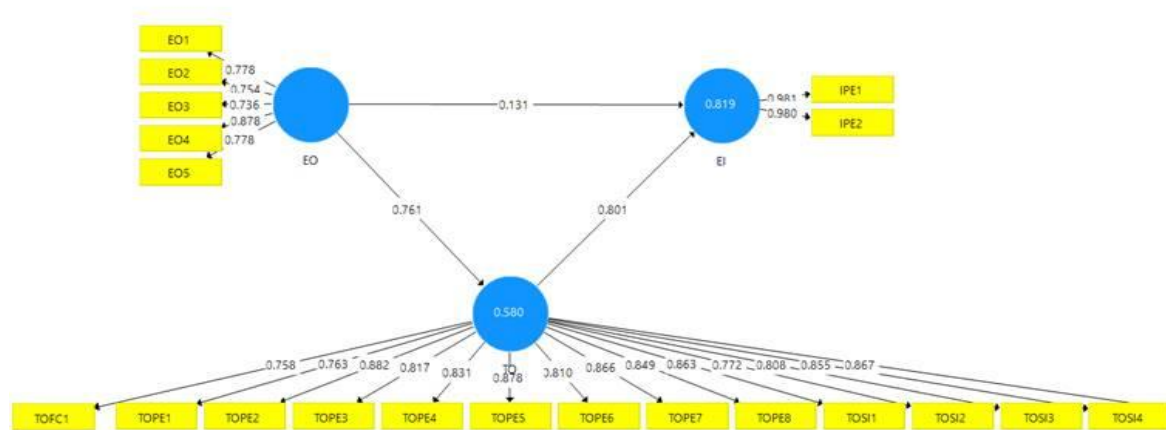


Figure 2. Outer Model Method to test the indicator validity for its individual latent variable

Continue to our Outer Model Method we also find that the Cronbach's alpha and Composite reliability are above score of 0.7. Therefore we can summarize through this finding that the indicators are valid and reliable enough to construct the latent variables.

The Entrepreneur orientation latent variables were constructed from 5 construct indicators first is Risk Taking, second Innovativeness, third proactiveness, fourth competitive aggressiveness, and the last is autonomy. We can summarize that these 5 indicators are valid and reliable in constructing the Entrepreneurial Orientation. This can be seen on how business owners are quite eager to takes risk in moving their regular business to e-commerce platform, it is known that using e-commerce platform would likely change parts of their business process from order taking, distribution channel, etc. As for innovativeness, the business owner perceives that using e-commerce platform will differentiate their companies to other by gaining enough knowledge towards the competition.

In proactiveness indicator we find on how the user perceive in using e-commerce platform will anticipate the strategic moves from their competitors this indicator is also valid and reliable. We also find that innovativeness indicator is significance enough to construct its latent variables. In competitive aggressiveness we find that this indicator also valid and reliable enough to construct the entrepreneur orientation where this variable measure how business owner perceives using e-commerce platform will helps the companies to achieve competitive advantages. The last is autonomy where this indicator are also valid and reliable in constructing its latent variables. In here we see that business owner are giving enough autonomy to whoever person in the company to develop their creative ideas towards innovations.

UTAUT variables is constructed from various indicators such as Performance Expectancy where business owner would like to have a better

performance in term of revenue performance in using e-commerce platform. Here we see that Performance Expectancy suites well to construct UTAUT as this indicator valid and reliable. Effort Expectancy is the way to measure how much business owner perceive the ease of use of the e-commerce platforms. The effort expectancy are also suites well in constructing the UTAUT as latent variable where this indicator is also valid and reliable in constructing the UTAUT latent variables. Business owner perceives the use of e-commerce platform is not too difficult to use. Social Influence is also significantly construct the latent variables, where people perceives that their surrounding peers are also influence them to use e-commerce platforms. Social influence indicators are also valid and reliable in constructing the UTAUT latent variable. The last are the facilitating conditions where we can find that facilitating condition such as internet connectivity will significantly influence user to use e-commerce platforms. The facilitating conditions are also valid and reliable in constructing UTAUT latent variable.

Following to our calculations, we then test the questionnaire to inner model method see figure 3 where we test the significance between latent variable. With 5000 subsamples, t-value of 1.96 and 5% of significance level as the rule of thumb in accepting the significance between variable. We find in Hypothesis 1, entrepreneur orientation does not directly influence Intention to e-commerce intention ($t= 1.65, P > 0.05$) we find that there is no significance effect of entrepreneur orientation to e-commerce Intention. It seems that users without enough knowledge and other stimuli towards e-commerce platform would not be interested in using e-commerce platform for their business. Whereas for hypothesis 2 we find that entrepreneur orientation strongly influences technology orientation ($t= 10.965, \text{ and } P < 0.05$). It shows that with enough knowledge towards the use of technology people would be interested to use e-commerce platform. For Hypothesis 3 we also find that Technology orientation influences Intention to E-commerce ($t=10.804, \text{ and } P<0.05$)

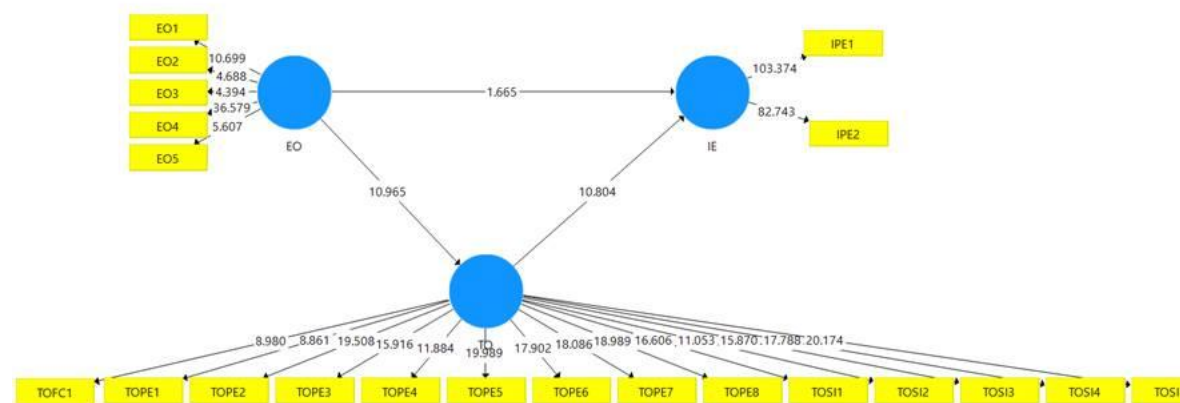


Figure 3. Inner model testing to test the significance between Latent Variables

Table 1. Variable Operationalization to Its Indicators

No	Variable	Definition	Dimension
1	Entrepreneur	Entrepreneurial Intention	1. Risk Taking

Orientation	is the way of Entrepreneur Looking for any new possibilities or Innovation for their Company (Hughes & Morgan, 2007)	<ol style="list-style-type: none"> 2. Innovativeness 3. Proactiveness 4. Competitive Aggressiveness 5. Autonomy (Covin & Wales, 2012)
2 Technology Orientation	Technology orientation with Unified Theory of Acceptance and Use of Technology. revert to a model of measurement to the Intention to use of technology that measures level of Performance Expectance, Effort expectancy, Social Influence, Facilitating Condition (Venkatesh et al., 2003)	<ol style="list-style-type: none"> 1. Performance Expectance 2. Effort Expectance 3. Social Influence 4. Facilitating Condition
3 E-Commerce Intention Behaviour	Behaviour To Use E-Commerce Platform	<ol style="list-style-type: none"> 1. Intention to use E-Commerce Platform 2. Willingness To Use E-Commerce Platform

Source: Barlian (2018)

CONCLUSIONS

The works shows that small medium enterprises in event and party Industry in Indonesia significantly have high interest in using e-commerce platform to support their business, this might be cause of the high penetration of Internet through mobile devices, and all other factors such as performance expectance, effort expectance, social influence, facilitating condition that drives the business owner behavior in this industry to use e-commerce platform. With number of Internet users has reach 130 million people or more than half of population and the number of mobile subscribers has reach 350 million or 150% of total population (Iskandar et al., 2016), the behavior intention to use e-commerce platform can be assumes attracting business owner to immediately use them, therefore driven with high penetration of Internet availability will attract small and medium enterprises to utilize and unleash the power of internet connectivity to earn more profits into the company. I suggest the further research can be explored with the use of trust variables and impact of social media for entrepreneur to intention of use of e-commerce.

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