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RELATIONSHIP BETWEEN ENTREPRENEURIAL ORIENTATION AND TASK PERFORMANCE: SME STUDIES IN INDONESIA

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ABSTRACT

This research is purposed to understand and analyze the relationship between entrepreneurial orientation (EO) and task performance (TP) in Indonesia's small and medium enterprises (SMEs). EO has five dimensions: autonomy, innovation, pro-activeness, competitive aggressiveness, and risk taking, and EO is as independent variable. TP is dependent variable that is supposedly achieved optimally by SMEs. The research uses the quantitative method, including a survey of correlation, and is also completed by statistical indicators, regression analysis, and a binary segmentation approach via classification and regression trees. Data collection came from 148 entrepreneurs of SMEs scale in Indonesia for April 2018. The results of this research indicate that entrepreneurs in Indonesia tend to have medium performance and are wrongly oriented toward entrepreneurship, even though entrepreneurial orientation is the most determinant variable in realizing the task performance of entrepreneurs in Indonesia.

INTRODUCTION

Indonesia has a population of about 260 million people, including members of the G20 countries that have a GDP value of approximately IDR 13,000 trillion. However, GDP is still dominated by the consumption component in which the investment components that provide a multiflyer effect on economic growth are not significant.

In turn, the investment components can be increased by growing entrepreneurial spirit in all Indonesian society. Schumpeter (1942) stated that entrepreneurship greatly affects a country's economic progress, in which a growing number of businessmen helps to advance a country. A significant amount of entrepreneurship will also give birth to creative thoughts to produce innovative products, according to Gans and Stern (2003). These two thoughts demonstrate examples of countries that have a high amount of entrepreneurship such as United States, Japan, and China.

The three examples prove that countries are able to become developed countries with a significant amount of entrepreneurship. Many entrepreneurs generate a lot of products and services from existing creativity and innovation. The United States has Apple, Google, and Microsoft contributing greatly to its GDP. Moreover, Japan has the world automotive market, so the country can place investment components as the largest contributor to economic growth. China is no longer doubting its entrepreneurships; even it can create economies of scale and economic scoop so that almost all of its consumer products are made by its people.

Now, when comparing Indonesia with the three countries noted above, Indonesia is far behind. Compared with other countries in Southeast Asia (ASEAN), Singapore is still at the forefront of printing entrepreneurs in ASEAN countries. "In Singapore, the number of entrepreneurs has reached 7% (of the population), Malaysia 5%, Thailand 3%, while in Indonesia the population is only 1.65%," according to Puspayoga (2015).

Based on the above explanation, it means that Indonesia still requires a lot of entrepreneurs for the future. Now the question is whether the number of existing entrepreneurs has effectively contributed to economic growth. In plain view, the number of Indonesian entrepreneurs has not been effective in making products or services to meet the needs of the entire Indonesian community. Thus, it seems necessary to study the variables that affect each other.

Entrepreneurship is often described as a complex, multidimensional, contextual, and time-consuming process, according to Kar, Subhudi, and Padhy (2017). Moreover, Wardhani, Setyowibowo, and Saband (2017) stated that the entrepreneurial performance in creative industries is using entrepreneurial orientation and social capital development. Therefore, the researchers are sure that studies regarding entrepreneurship, which are related to entrepreneurial orientation and performance, should be extended especially in Indonesia.

Several previous studies have discussed entrepreneurial orientation (EO) and task performance (TP): according to Lumpkin and Dess (2001), entrepreneurial orientation affects the performance of a company; a study in China by Miao (2011) stated that a company's perception of support also affects a company's behavior and performance. This is reinforced by Edwards, Bell & Arthur (2008), who claimed that job satisfaction affects a company's performance. This research reveals that, if the entrepreneur does not pay attention to free variable such as entrepreneurship orientation, perception of support and job satisfaction will influence the dependent variable, i.e., company performance. In other words, if the independent variable has been properly considered, then the dependent variable will

improve (the relationship will be positive); if not, the relationship will be negative.

In this research, opportunity will be focused on aspect orientation and company performance. The following quotes from previous studies relate to these two variables.

1. Wiklund and Shepherd (2003) detect some aspects that affect performance on the scale of small and medium enterprises (SMEs), as follows: knowledge-based resources are positively related to company performance; entrepreneurship orientation is also positively related to performance; and entrepreneurial orientation is able to moderate relationships between knowledge-based resources and company performance. Sampling of data in Sweden came from industries such as manufacturing, trade-in goods, and services, with an average amount of labor between each company spread among 10 to 50 people.
2. Wiklund and Shepherd (2005) undertook more research on entrepreneurship orientation with the performance of SME firms via a configuration approach. The study concluded that entrepreneurial orientation is positive toward the performance of SME companies and is moderated by environmental dynamics and venture capital. The study also provided three configurations in the performance of SMEs, with the support of entrepreneurship orientation, access to capital and environmental dynamics; high performance of SMEs with significant entrepreneurial orientation as well as large capital access and environmental dynamics; low SME performance with low entrepreneurship orientation with small capital access but stable environment.
3. Fairoz, Hirobumi, and Tanaka (2010) conducted research on entrepreneurship orientation via business performance in the Sri Lanka Hambantota District, with the result of an entrepreneurship orientation level that can be improved through the existing dimensions, such as proactive, innovative, and risk-taking courage. Thus, these three dimensions reinforce affecting business performance positively, although the object of research in Sri Lanka is to provide a reference for the development of entrepreneurship on a scale of SMEs specifically for developing countries.

Based on the backgrounds described above, it is important to research entrepreneurship orientation and company performance in Indonesia. As is known, Indonesia's number of residents' ranks fourth in the world after China, India, and the United States, where the number of entrepreneurs' scale SMEs is about 60 million. In addition, the number of SMEs has twice proven to shore up the economy during economic cycles in the 1998 and 2008 crises in Indonesia. Small and medium enterprises (SMEs) play an important role in the Indonesian economy. The following offers some reviews of SME-related observers supporting the economy.

The SME sector has proven to be tough, as a result of the economic crisis of 1998, only the SME sector survived the collapse of the economy, while the crisis crushed the larger sector. Based on the Central Bureau of Statistics, the number of SME-scale companies reached 99% of the total business units in Indonesia, while the contribution of SMEs to gross domestic product reached 54%–57%, to the employment of about 96. According to Prijadi and Desiana (2017), SMEs have never experienced the

direct impact of economic downturn because grass roots are empowered as fundamental as possible, even though that SME sector sometimes delivers a low value added for their products.

Thus, research will be conducted on the relationship between entrepreneurship orientation and corporate performance focused on SMEs by taking the object of scale data in the area around Jakarta and Banten.
The hypotheses are tested in the research, as follows:

1. First hypothesis: There is medium classification of task performance of Indonesian SMEs (H1)
2. Second hypothesis: There is wrong entrepreneurial orientation of Indonesian SMEs (H2)
3. Third hypothesis: entrepreneurial orientation is being influenced by the dimension that affects task performance of Indonesian SMEs (H3)\

LITERATURE REVIEW

Entrepreneurial Orientation

Stevenson and Jarillo (1990) stated, in the discussion of orientation, that this study is an analogy of management concepts that belong to the methods, processes, and behavior of organizations in an entrepreneurship. Then, Lumpkin and Dess (1996) conducted a study with the result that the development of strategic management studies experienced a shift in entrepreneurship seen in methods, practices, and decision-making styles. Thus, Dess and Lumpkin (2005) continued their studies, which concluded that companies seeking to enhance entrepreneurial success must be entrepreneurial-oriented.

On the orientation of entrepreneurship itself is actually Miller (1983); Covin and Slevin (1989) said that this is an entrepreneurial behavior. Miller (1983) divided entrepreneurship orientation into three dimensions: innovation, proactiveness, and risk taking. Then, the explanations of the three dimensions were redeveloped by Lumpkin and Dess, as follows:

- Innovation is the introduction of new things through the process of experimentation and creativity for the development of new products and services.
- Proactive is a prospective characteristic that looks forward in search of opportunities to anticipate demand.
- Taking risks is a courageous act in deciding and acting under conditions of uncertainty from speculation taken on personal, financial, and business risk.

Based on Covin and Slevin (1989), Naman and Slevin (1993) and Wiklund and Shepherd (2003) agree that innovation, proactive, and risk-taking dimensions of entrepreneurial orientation tend to be predominantly used in the context of SMEs. Because SMEs can be interpreted widely as a company runs independently, not in a massive industry, this is noted by Peterson, Albaum, and Kozmetsky (1986) and also by D'Amboise and Muldowney (1988). Other than that, based on Act 20 of 2008, "SMEs as stand-alone productive economic enterprises, carried out by individuals or business entities that are not subsidiaries or non-owned subsidiaries, controlled or become a direct part of large-scale businesses."

Dess and Lumpkin (2005) further add another two dimensions of autonomy and aggression:

- Autonomy means an entrepreneur must be able to act widely in decision-making and is no longer limited by internal and external things if he or she is able to take a risk.
- Aggressive means to have a superior nature to pursue a position in business competition; in other words, no surrender and always ready to face s challenge anytime with the knowledge possessed, i.e., always see the opportunity forward.

Thus, entrepreneurship orientation has five dimensions: innovation, proactive, risk-taking, autonomy, and aggressive. It now depends on entrepreneurs to choose three or five dimensions, depending on the needs of the entrepreneurial type, including the SME or not.

TASK PERFORMANCE

Task Performance

Many writers' views on company performance are derived from several angles, including size of business, development over time, financial condition, and impact of corporate strategy. Each view can be seen in previous studies as follows:

- Task performance is a particular concept that can be used to measure the influence of corporate strategy, as presented by Chakravarthy (1986).
- Task performance can be defined as the success of new products in market development, which is measured by revenue growth, as described by Pelham and Wilson (1996).
- Lumpkin & Dess (1996) added that task performance is reflected by company measures such as sales growth, market share, and profitability and even overall performance of the firm's goals, objectives, and other elements of broader stakeholder satisfaction.
- Further, Tsang & Kwan (1999) stated that performance is measured by financial performance and customer satisfaction accompanied by growth.
- This is complemented by Bititci, Turner, and Begemann (2000) who described the performance of a company as a measure of a business from the level of sales with cost efficiency, visible assets or not.

From the argument, concepts and results of some of the above research can be synthesized to indicate that a company's performance is covering the impact of its strategic implementation, revenue growth, financial performance, and asset development. Furthermore, these aspects can be used in assessing company performance that exists in both large scale and SMEs.

For large companies, the success or failure of performance can be seen clearly from profits, return on capital, and increasing assets. This can be seen in companies that have sold their shares in public companies, where they always refer to profit margin, return on equity, and return on assets, and even in the institutions that regulate public companies.

For small-scale enterprises in knowing that a company's performance is not the same as that of large companies. The performance of SME companies will be easier to know by looking at revenue from products/services that are sold. In addition, usually these entrepreneurs have

not many who make the financial statements in order to remain sustainable. Thus, performance tends to be seen with existing activities such as obtaining many customers, business has been running long enough, and the company is well known to the public.

But, when viewed from several configurations of entrepreneurship orientation with company performance, Wiklund and Shepherd (2005) claimed: 1) entrepreneurship orientation is positively related to performance when moderated by the environment; 2) positive entrepreneurship orientation is also moderated by financial access; 3) can also be moderated by both the environment and financial access.

Kurniawati, Sari, and Kartika (2018) implied that accountability is the most dominant principle of governance that influences the performance of SMEs, followed by responsibility, transparency, independence, and fairness; thus, the whole implementation of these governance principles has a significant effect on SMEs task performance.

Therefore, the researchers synthesize all the previous results from several papers (as noted above) that development theory of task performance has continued to evolve. It is not only discussed regarding some tangible aspects but also about intangible and toward sustainable performance.

MATERIALS AND METHODS

This research is categorized as a quantitative method. It includes data collected from SMEs, validation data, and reliability tests. Afterward, the researcher also conducted normality and linearity tests.

The first hypothesis is analyzed by using confidence intervals, which selected the classification of task performance. Also, the same method for analyzing the second hypothesis was used to categorize entrepreneurial orientation. Then, the analysis is followed to the third hypothesis.

Two stages are necessary in analysis to understand the relationship between entrepreneurial orientation (EO) and task performance (TP). Stage 1 analyzes the relationship between EO, including the dimensions, and TP separately. Stage 2 analyzes the relationship between EO (X) and TP (Y) simultaneously. This is completed by a binary segmentation analysis approach as classification and regression trees.

RESULTS AND DISCUSSIONS

Instrument Calibration

The calibration of task performance and entrepreneurial orientation of entrepreneurs in Indonesia is done through three stages. The first stage is completed after the instrument is prepared through the study of theory and previous research with content validity through expert judgment via entrepreneurs and academics. It produces a task performance instrument consisting of six dimensions, eight indicators, and 22 items and an entrepreneurial orientation instrument consisting of five dimensions, 11 indicators, and 11 items. The second stage is construct validity through an item response theory (IRT) approach. The test sample was conducted on 30 respondents, with an r-criterion of 0.361 at 5% significance level with construct validity result of 21 valid items from 22 items planned for task performance instrument after two times orthogonal iteration and 11 valid items for entrepreneurial orientation instrument after one time orthogonal

iteration. The third stage includes calculation of the reliability index with a Cronbach alpha formula, with a result of 0.939 for a task performance instrument and 0.818 for the instrument entrepreneurial orientation, respectively.

Test of Requirements

The test requirements are performed by normality and linearity tests. Proportion estimation through Blom formula with a P-P plot approach shows that the distribution of task performance and entrepreneurial orientation data has normal distribution. This method is used because the sample size is not greater than 200 SMEs.

The linearity test of entrepreneurial orientation with task performance is calculated by deviation from linearity. *F* generated for 5.993 with a significance value of 0.000 is significant at α <0.01, as seen in Table 1.

Table 1. *ANOVA Table of Entrepreneurial Orientation with Task Performance*

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
TASKPERF_Y * ENTREOR_X	Between Groups	(Combined)	7627.919	21	363.234	14.496	.000
		Linearity	4624.369	1	4624.369	184.549	.000
		Deviation from Linearity	3003.551	20	150.178	5.993	.000
	Within Groups		3307.620	132	25.058		
	Total		10935.539	153			

This shows that the line relationship is nonlinear. Linear tolerance is finally obtained by curve estimation analysis of 11 lineshapes. This analysis yields an *F* linear test of 111.375, with a significance value of 0.000 at α <0.01, as shown in Table 2.

Table 2. *Model Orientation with Task Performance Summary and Parameter Estimates of Entrepreneurial*

Model Summary and Parameter Estimates

Dependent Variable: TASKPERF_Y

	Model Summary					Parameter Estimates			
Equation	R Square	F	df1	df2	Sig.	Constant	b1	b2	b3
Linear	.423	111.375	1	152	.000	43.883	1.050		
Logarithmic	.458	128.590	1	152	.000	-111.457	53.230		
Inverse	.469	134.051	1	152	.000	147.541	-2526.227		
Quadratic	.514	79.751	2	151	.000	-39.160	4.384	-.033	
Cubic	.602	75.612	3	150	.000	393.776	-20.574	.432	-.003
Compound	.423	111.363	1	152	.000	54.763	1.011		
Power	.461	129.959	1	152	.000	10.325	.571		
S	.474	137.209	1	152	.000	5.116	-27.198		
Growth	.423	111.363	1	152	.000	4.003	.011		
Exponential	.423	111.363	1	152	.000	54.763	.011		
Logistic	.423	111.363	1	152	.000	.018	.989		

The independent variable is ENTREOR_X.

HYPOTHESIS TESTING

First Hypothesis: Task Performance of Indonesian SMEs Are in Medium Classification

In the first hypothesis testing, the researcher classified task performance of Indonesian SMEs as a) low, b) medium, and c) high. Data analysis to test the first hypothesis is done with a confidence interval at a 5% significance

level. Table 3 shows that the lower and upper bound is between 92.5567 and 95.2485, which means that Indonesian entrepreneurs tend to have medium performance.

Table 3. *Descriptives to the Test Task Performance of Entrepreneurs in Indonesia*

Descriptives

			Statistic	Std. Error
TASKPERF_Y	Mean		93.9026	.68126
	95% Confidence Interval for Mean	Lower Bound	92.5567	
		Upper Bound	95.2485	
	5% Trimmed Mean		93.9127	
	Median		93.0000	
	Variance		71.474	
	Std. Deviation		8.45424	
	Minimum		66.00	
	Maximum		110.00	
	Range		44.00	
	Interquartile Range		11.00	
	Skewness		.133	.195
	Kurtosis		-.004	.389

Second Hypothesis: Wrong Entrepreneurial Orientation of Indonesian SMEs

In proving the second hypothesis, the researcher defines three categories of entrepreneurial orientation of entrepreneurs in Indonesia: (a) wrong oriented, (b) sometimes oriented correctly, and (c) oriented correctly. Data analysis was done with a confidence interval at a 5% significance level and resulted in a lower and upper bound between 46.8092 up to 48.4765, as shown in Table 4, which means that Indonesian entrepreneurs tend to be oriented wrongly toward the entrepreneur field itself significantly at $\alpha < 0.05$.

Table 4. *Descriptives to Test the Entrepreneurial Orientation of Entrepreneurs in Indonesia*

Descriptives

			Statistic	Std. Error
ENTREOR_X	Mean		47.6429	.42197
	95% Confidence Interval for Mean	Lower Bound	46.8092	
		Upper Bound	48.4765	
	5% Trimmed Mean		47.6443	
	Median		48.0000	
	Variance		27.421	
	Std. Deviation		5.23647	
	Minimum		34.00	
	Maximum		79.00	
	Range		45.00	
	Interquartile Range		6.25	
	Skewness		1.112	.195
	Kurtosis		7.472	.389

Third Hypothesis: Entrepreneurial Orientation Is Being Influenced by Dimension Impact on the Task Performance of Indonesian SMEs

Hypothesis 3 is analyzed through two stages: 1) the analysis of the influence of variables and 2) the dimensions of entrepreneurial orientation on the task performance of entrepreneurs in Indonesia, separately and collectively. The result of the influence of variables and the dimensions of entrepreneurial orientation separately is show in Table 5.

Table 5. *Results Calculation of variables or dimensions of Entrepreneurial Orientation (X) in determining the formation of Task Performance of entrepreneurs in Indonesia (Y)*

No.	Analisis	Simbol	X→Y	X_1→Y	X_2→Y	X_3→Y	X_4→Y	X_5→Y
1.	X relationship with Y in sample	r_{yn}	0.650	0.562	0.611	0.226	0.538	0.433
2.	Variance determination	r^2_{yn}	0.419	0.312	0.369	0.045	0.285	0.182
3.	The relative contribution of X in forming Y	r^2_{yn} (%)	41.9	31.2	36.9	4.5	28.5	18.2
4.	X relationship with Y in population	t	10.553	8.383	9.519	2.855	7.875	5.922
5.	Significance value	Sig.	0.000	0.00	0.00	0.005	0.00	0.00
6.	The effect of X on Y in the sample	Ŷ	1.050X	3.962 X_1	3.253 X_2	0.715 X_3	4.026 X_4	2.885 X_5
7.	The effect of X on Y in the population	F_{Reg}	111.375	70.277	90.603	8.150	62.018	35.072
8.	Significance value	Sig	0.000	0.000	0.000	0.005	0.000	0.00
9.	The greatest pure relationship	$r^2_{yn.m}$	$r_{yx.3}$ = 0.714	0.562	0.611	0.226	0.538	0.433
10.	Relatively pure contribution X with Y	$r^2_{yn.m}$ (%)	50.8	31.2	36.9	4.5	28.5	18.2

The analysis result shows that entrepreneurial orientation (*X*) is the most determinant variable in realizing the task performance of entrepreneurs in Indonesia (*Y*) by 50.8% after being influenced by the proactiveness dimension of the entrepreneur itself (*X*3). Entrepreneurial orientation (*X*) also has a significant relationship with the task performance of Indonesian entrepreneurs (*Y*) in the sample of 0.650. Entrepreneurial orientation (*X*) contributed to task performance of Indonesian entrepreneurs (*Y*) in samples of 41.9%. The relationship of entrepreneurial orientation (*X*) with the task performance of Indonesian entrepreneurs (*Y*) in the population is shown by a t-student value of 10.553, with significance value of 0.000 at $\alpha < 0.01$. Thus, the relationship of entrepreneurial orientation (*X*) with the task

performance of Indonesian entrepreneurs (*Y*) in population condition is the same as in the sample that is positive and forms 41.9% of task performance of entrepreneurs in Indonesia (*Y*).

The influence of entrepreneurial orientation's (*X*) ability to form task performance of an entrepreneur in Indonesia (*Y*) in the sample is depicted by regression line equation $\hat{Y} = 1.050X$. While conditions in the population are shown through the Freg test of 111.375, with a significance value of 0.000 at $\alpha < 0.01$. That is, the entrepreneurial orientation's (*X*) capability of entrepreneurs in Indonesia is addressed as a priority program to have the task performance of Indonesian entrepreneurs (*Y*) will increase significantly from the current task performance of Indonesian entrepreneurs. The conclusions of the analysis is shown in Figure 1.

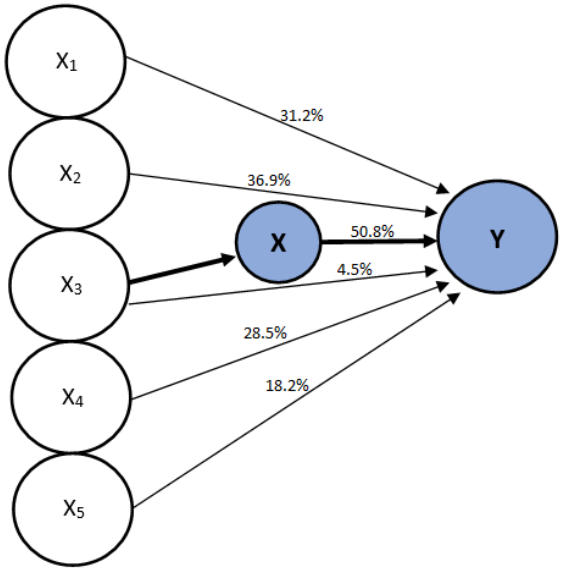

Figure 1. The Results of the Influence of Variables and the Dimensions of Entrepreneurial Orientation

Notes:

Y	:	Variables of Task Performance of Entrepreneur
X	:	Variables of Entrepreneurial Orientation of Entrepreneurs
X_1	:	Dimensions of Autonomy
X_2	:	Dimensions of Innovativeness
X_3	:	Dimensions of Pro-activeness
X_4	:	Dimensions of Competitive Aggressiveness
X_5	:	Dimensions of Risk-Taking

The most dominant influence of variables and dimensions of entrepreneurial orientation (*X*) on task performance of entrepreneurs in Indonesian (*Y*) hypothesis test is done by binary segmentation analysis approach called classification and regression trees. In this analysis, the researchers set the pruning of depth by 2, parent by 2, and child by 1, with a significance level at $\alpha < 0.05$. The results of the analysis prove that the ability of entrepreneurial orientation of entrepreneurs in Indonesia (*X*) is the most dominant variable in determining the formation of task performance of entrepreneurs in Indonesia (*Y*), as shown in Figure 2.

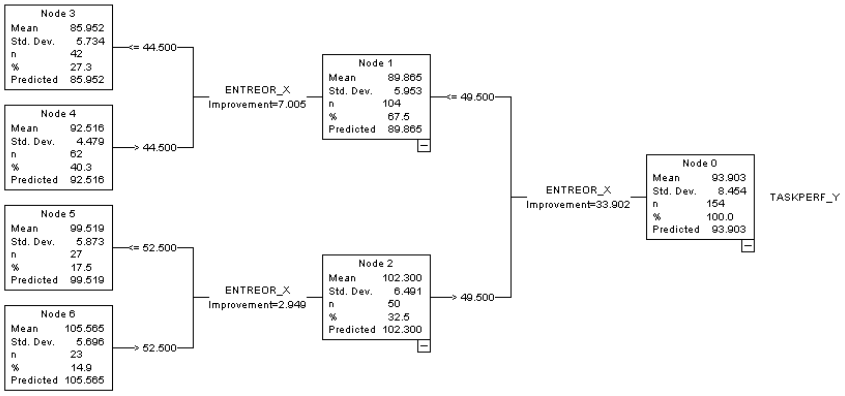

Figure 2. Classification and Regression Tree of the Most Dominant Influence of Variables and Dimensions of Entrepreneurial Orientation (*X*) on Task Performance of Entrepreneurs in Indonesia (*Y*).

If the entrepreneurial orientation capacity of entrepreneurs in Indonesia (*X*) is increased through one priority program, the task performance of Indonesian entrepreneurs (*Y*) will increase by 43.856 times from the current condition. The summary is shown in Figure 3.

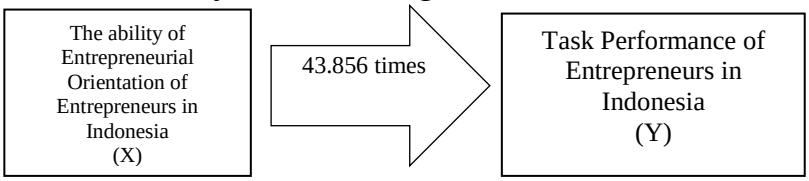

Figure 3. The ability of Entrepreneurial Orientation of entrepreneurs in Indonesia (*X*) is the most dominant variable determining the formation of Task Performance of Indonesian entrepreneurs (*Y*)

Based on the results of the above research, it can be concluded that the third hypothesis, i.e., entrepreneurial orientation (*X*), is the most dominant variable in determining the realization of task performance of Indonesian entrepreneurs (*Y*) as evident in this study.

CONCLUSIONS

The results obtained from this study indicate that Indonesian SMEs tend to have medium performance and are wrongly oriented toward entrepreneurship. This is because entrepreneurial orientation is the most determinant variable in realizing the task performance of entrepreneurs in Indonesia for small and medium enterprises. This means that the research supported the result of Wiklund and Sheperd (2005) who stated that entrepreneurial orientation will affect a company's task performance. Further, the results of this results also could contribute to SME development.

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