The Influence of Product Innovation and Organizational Innovation On Culinary Business Performance Of Small And Medium Enterprises

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Abstract– This research discusses how product and organizational innovation influence business performance. The population of this research is West Java culinary MSMEs, one of which is Garut Regency. This type of research is quantitative research with a descriptive approach. The sample used in this research was 100 Culinary MSME entrepreneurs in Garut Regency, using a purposive sampling technique and the Smart PLS version 4.0 supporting tool by distributing questionnaires via Google Forms. This research examines the influence of product and organizational innovation on business performance. This research aims to determine the influence of independent variables that can influence business performance apart from research that has been conducted previously. The analysis used in this research is the outer model test, inner model test, and hypothesis test, which was carried out using the total effect. The results of this research state that product innovation influences 48.6%. The organizational innovation variable has an influence of 27.8% on business performance. This third variable shows that variables can control each other with sufficient or moderate value. The aim is to test the influence of product and organizational innovation on business performance.

Keywords: Organizational Innovation, Product Innovation, Business Performance

I. INTRODUCTION

In the current era of globalization, Micro, Small and Medium Enterprises (MSMEs) have become one of the pillars of the development of the Indonesian economy. MSMEs also have an essential and strategic role in national economic development, especially in spurring economic growth and employment, as well as helping to improve the quality of working individuals to be able to compete and survive in the business world, as well as developing the ability to be more innovative and skilled so that they have an essential role in the environment.

Micro, Small, and Medium Enterprises (MSMEs) are a form of business that contributes to regional income and helps improve the economy in Indonesia. MSMEs help enhance the quality of the workforce to compete and survive in the business world, as well as develop innovation and higher competence to play an essential role in the environment as a channel for creativity [1] and [2]. MSMEs represent 99.99% of the total participants in Indonesia and contribute around 60% to the gross domestic product (GDP)[3].

According to the Central Statistics Agency (BPS), the province with the highest number of MSMEs in the food and beverage or culinary sector in 2021 is West Java, with 791,435 units, followed by East Java and Central Java with 791,435 units, 746,732 units, and 569,896 units respectively [4] . This figure is the highest among other types of business in West Java Province, including convection, handicrafts, and services. To create a productive and competitive national economy, it is necessary to pay attention to the potential of micro, small and medium businesses in every region of Indonesia.
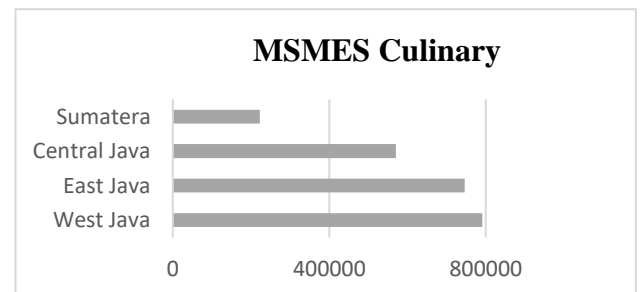

Figure 1 Largest Number of MSMEs in the Culinary Sector
Source: BPS 2021 data

The increase in small and medium enterprises should be accompanied by increased business performance so that business actors have increasingly growing potential and the world of MSMEs also becomes big business. Performance is the level of performance achieved by a business within a certain period [4] and [5].

Innovation is one of the things that encourages entrepreneurs to improve their business performance.

Innovation usually refers to traits such as updating, changing, or creating products to make them more effective. In this case, you can implement new ideas, improve existing services, and develop other, more dynamic products [6]. on technological innovation. Organizational innovation and product innovation positively impact the sales performance and productivity of MSMEs [7].

Companies must continue to have a wealth of creative and innovative ideas that can be turned into competitive products by understanding and using innovation to compete with world changes. This research is built on previous research regarding the influence of innovation on company performance. Previous business performance studies have been conducted by [7] and [8]. Based on the results of this research, researchers are interested in finding out whether innovation can impact and improve business performance in companies. Based on the background of the gap research above, the researcher is interested in conducting research entitled The Influence of Product Innovation and Organizational Innovation on Business Performance.

II. LITERATURE REVIEW
Business Performance

Business performance is a factor commonly used to measure the impact of company strategy on competitiveness. This definition emphasizes that organizational performance is something that does not just happen but requires a process [9]. A company's business success is the performance of the business organization, which is reflected in the results measured in various dimensions. There are three dimensions in measuring organizational performance: effectiveness, efficiency, and adaptability [10] and Company efficiency can be used as a concept that measures the extent to which the products produced by the company have achieved market efficiency. Business performance is a factor commonly used to measure the impact of business strategies. Business strategy always leads to good business and financial results (e.g., growth and revenue). Generally, the size of a company's sales operations can be measured in sales value, return on investment, and return on investment. However, this is considered an aggregate measurement produced by accounting and financial processes but does not directly describe management activities, including marketing management. So, metrics must explain what is happening in the market. For example,

using the number of units sold or produced rather than just the rupiah sales rate can be better [11] and [12]. According to [13] calculating a company's performance will not be effective if it is only calculated based on financial calculations such as sales, revenues, and net profit, in internal financial performance calculations that can only be relied on, namely return on sales. Still, these calculations do not provide performance-—external and market-based views. Therefore, benchmarks for external market growth, competitive prices, the product in question, and the ability to satisfy and retain consumers must be calculated.

According to [13]], three dimensions can be explained in more detail regarding company performance as follows: 1) Share Performance, namely an assessment of the number of transactions and share growth in a business, (2) Sales Growth, the company's achievement from the number of and sales growth, (3) Profit performance in a certain period. Business performance for small and medium enterprises, according to [7], can be measured as follows: 1) Sales development, 2) Customer development, 3) Revenue development, 4) Working capital development. According to [14] and [15] to measure performance in organizations, two dimensions can be used: 1) Financial measurement, which can be done through financial literacy and financial technology literacy. Financial literacy is the ability to read, analyze, manage, and communicate about personal financial conditions that affect material well-being, and 2) Non-financial measurements, which focus more on the performance of an ongoing activity process which is used to regulate quality, measure satisfaction customers, measuring productivity and measuring time. In this research, the dimensions chosen to measure business performance variables include: 1) Financial (measurement by increasing sales and reducing production costs); 2) operational/non-financial (increasing productive capacity and improving the quality of products/services provided by the company)

Product Innovation

Product innovation can be more precisely classified into three categories: 1) Product Extensions (Line Extensions) Product extensions are products that are already known by the company but are still new to

the market; 2) Imitation products are products that are made to imitate existing brands. In the market, 3) New Products (World New Products) are products that are considered new by companies and businesses [8]. According to [16] several product innovations are offered by Kotler and Keller, including: 1) New products for the world are new products that create new markets and similar products that no one has ever created. New products in the world can be described as creations that are truly new and differentiated from similar products; 2) A new product line is a new product that allows a company to enter an existing market for the first time. The presence of a new product line can influence consumers' decisions to choose a product. 3) An addition to an existing product line can be understood as a new product that complements or expands an existing product line. This makes products more diverse and provides more choices for consumers, and 4) improves and modifies existing products to offer better quality or be considered superior. Products are achieved by replacing existing products with the production of new products with more perfect performance or performance than before.

Product innovation is something that can be brought to the market for attention, purchase, use, or consumption and to satisfy desires; there are several aspects of product innovation, which include: 1) New products for the world, where the new product creates an entirely new market, where no other parties are producing the same product so that the product is new and can be differentiated from other products and other similar products. 2) New product lines, namely new products that allow companies to enter and penetrate existing markets for the first time, and these new product lines can influence consumer choices; 3) Additions to existing product lines, namely new products, can complement or complement existing product lines, make products more diverse and create more choices, 4) Improvement and modification of existing products, refers to products that offer better performance, are considered more oversized products and can replace existing products, which produces new products with better performance, 5) Remapping, namely products that are targeted or sold in new markets or new market segments, is expected to increase sales by gaining market share or consumers to increase sales volume and 6) Reducing costs due to product The new product will provide the same utility

at a lower price. This aims to influence consumer purchasing decisions and product sales [17]. The dimensions of product innovation consist of 1) product characteristics, which are a competitive means of differentiating a product from competitors. Product specialty means something unique and special with characteristics other products do not have. This results from continuous development and improvement; 2) Product Design is another way to add value to consumers. The design supports the product's appearance and makes it comfortable to use. 3) Product Quality is the ability of a product to carry out its function, including durability, reliability, and accuracy. The stated durability reflects the economic life of the product, while durability is the consistency of work provided by the product from one purchase to the following [18]. In this research, the dimensions chosen to measure product innovation variables include 1) New products for the world, 2) New product lines, 3) Additions to existing product lines, and 4) Improvements and revisions to existing products.

Organizational Innovation

Organizational innovation introduces new business methods, work environments, decision-making systems, and ways of managing external relationships. Corporate innovation brings new ways of managing organizations. Innovation is also an important competitive strategy to meet better [19]. Organizational innovation is a new way of working attitudes and practices to improve and increase competitive advantage. Corporate innovation is the need to improve or modify products or services and encourages individuals to think independently and creatively by applying personal knowledge to organizational challenges [6], [20]. According to [21], corporate innovation is the process of thinking and implementing that thinking to create new things in the form of new products, services, business processes, methods, and policies. , etc., for the organization's progress and new initiatives or ideas, such as new management structures and systems or new plans or programs.

The essence of innovation is carrying out an activity that brings added value and goes far beyond current conditions. The way to do this is by creating differentiated developments from products or services that already exist on the market today or creating

products or services that can make new market potential [22]. According to [23], there are dimensions of organizational innovation which include:

1. Renewal of organizational structure.
2. Update the coordination system.
3. Update the HR system.

Update the management information system. Meanwhile, according to [21] the dimensions of organizational innovation are as follows: 1) Product innovation involves the introduction of new goods and new services that increase significantly. 2) Process innovation is an innovation process that utilizes technological advances in new devices that change the way products or services are made by introducing technological changes (physical devices, techniques, systems), and 3) Administrative innovation is the process of building new management systems, updating standard operating procedures and administrative processes. This innovation is closely related to new organizational forms or existing corporate designs that support the creation, production, and delivery of better products and services, production and delivery of products and services.

In this research, the dimensions chosen to measure organizational innovation variables include: 1) Product innovation for introducing new products or services; 2) Innovation in processes of technological change such as techniques and systems; and 3) Administrative innovation.

Hypotheses

Several research hypotheses can be proposed based on theoretical studies and previous research. The research hypothesis is a temporary assumption in formulating the problem posed in the study. The hypothesis of this research is as follows:

H01: There is no influence of product innovation on business performance

Ha1: There is an influence of product innovation on business performance

H02: There is no influence of organizational innovation on business performance

Ha2: There is an influence of organizational innovation on business performance

III. RESEARCH METHODS

The research method used in this research is quantitative. Quantitative research methods can be understood as research methods based on the philosophy of positivism, used to research large populations or samples, collect data using research tools, and analyze statistical analysis/quantitative data analysis to test predetermined hypotheses.

Participants are involved in research activities as respondents who respond to questionnaires distributed by researchers to support the achievement of objectives and are responsible for their participation. Participants in this research were micro, small, and medium enterprises (MSMEs) in the culinary sector in Garut Regency. The selection of participants was based on information recorded in the West Java Province Cooperatives and Small Business Service in 2021 that Garut Regency is one of the areas with potential for micro, small, and medium businesses known for its culinary delights.

The population of this research includes culinary MSMEs in West Java, with a population of 791,435 culinary MSMEs. The demographics covered in this research are micro, medium, and small food enterprises (MSMEs) in Garut Regency. The sample in this research is small and medium enterprises (UKM) in Garut Regency. In contrast, the sampling technique in this research is a probability sampling technique, with the expected sample pattern being a probability sampling technique. There are several considerations. This research uses the Slovin formula with an error rate of 10%. So, the minimum sample size is 100.

Data processing in this research uses smartPLS SEM (Partial Least and Square - Structural Equation Modeling) software. PLS can explain the relationship between variables and analyze them in one test. The purpose of PLS is to help researchers obtain latent variable values for prediction purposes. Formal modeling involves explicitly identifying latent variables summarized linearly from observed variables or indicators. Estimated weights to produce latent variable score components are obtained based on determining the internal model and extrinsic mode.

IV. RESULTS AND DISCUSSION

Outer Model

The outer model test is used in two ways, namely by using a construct validity test and a reliability test. The construct validity test consists of two parts: convergent validity and discriminant

validity. Testing the outer model provides reliability and validity analysis value, namely to measure how far this indicator can explain the latent variable. Validity and reliability tests were carried out using Smart-PLS software with a sample of 100 respondents. The following are the results and findings from testing the structural outer model.
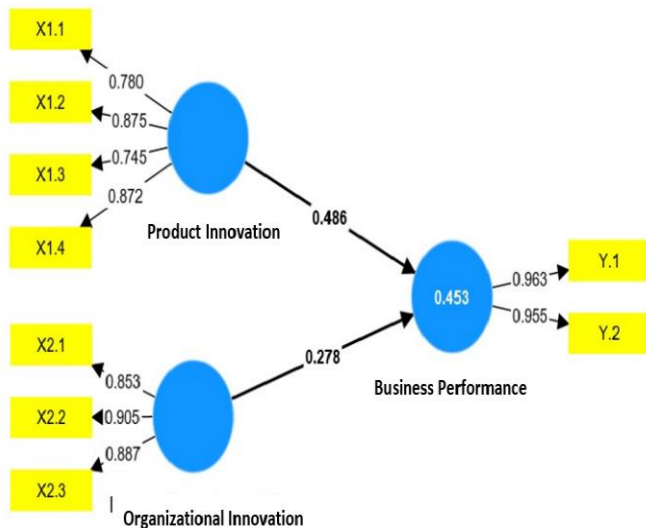

Figure 2 Algorithm Analysis Results

AVE explains the internal intercorrelation between indicators in the construct in each latent variable. If the AVE root value for each construct is greater than the correlation value between other constructs in the model, that is, if the construct value is > 0.50 then the variable value is declared to have good discriminant validity values. The AVE values of each indicator in the research variables are as follows

Table 1 Average Variance Extracted (AVE)

	AVE	Result
Product Innovation	0.673	Valid
Organizational Innovation	0.778	Valid
Business Performance	0.920	Valid

Based on Table 1, it can be concluded that the AVE value of the product innovation variable is > 0.5, with a value of 0.673. Meanwhile, the AVE of the organizational innovation variable is > 0.5, with a value of 0.778. The last one is the AVE value of business performance > 0.5, with a value of 0.920. This shows that each variable has good discriminant validity.

Table 2 Reliability

	Cronbach'Alpha	CR (rho_a)	CR (rho_C)
Product Innovation	0.839	0.884	0.891
Organizational Innovation	0.857	0.865	0.913
Business Performance	0.913	0.919	0.953

Based on Table 2, it can be concluded that Cronbach's alpha value of the product innovation variable is 0.839, the organizational innovation variable is 0.857, and the business performance variable is 0.913. Apart from that, the Composite reliability value of the product innovation variable is 0.884, the organizational innovation variable is 0.865, and the business performance variable is 0.919. These two things show that the three variables are declared valid because Cronbach's alpha value is > 0.60 and the Composite reliability value is > 0.70. This shows that the indicators of the three variables, namely product innovation, organizational innovation, and business performance, show a very high category based on the reliability interpretation table.

Inner Model

Tabel 3 F-Square Value

	X1	X2	Y
Product Innovation (X1)			0.316
Organizational Innovation (X2)			0.104
Business Performance (Y)			

Based on Table 3, it can be concluded that the f square value of organizational innovation on business performance is 0.106, which shows that the influence of variable X2 on variable Y is in the medium category or medium effect size. Furthermore, the f square value of product innovation on business performance is 0.316, which shows that the influence of variable X1 on variable Y is in a large category or has a significant effect size.

Hypothesis Test

The results of hypothesis testing will determine whether the hypothesis being tested is rejected or accepted. To see whether a hypothesis can be accepted or rejected involves paying attention to the significance value between variables, t-statistics, and p-values. This value can be seen from the bootstrap results. The rule of thumb used in this research is t statistics > 1.96 with a significance level of p-value of 0.05 (5%) and

positive beta. In testing the hypothesis of this research, the total effect was used.
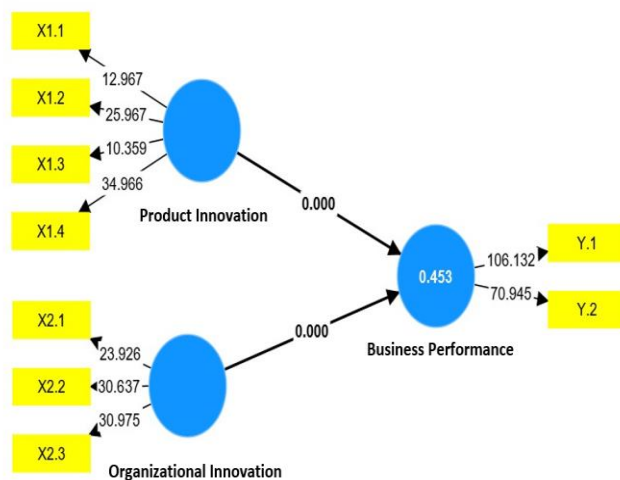

Figure 3 Bootstrapping Model

Analysis of the direct influence of Product Innovation on Business Performance

The influence of product innovation on business performance produces a t-statistic of 5.916 > 1.96. Product innovation has a significant effect on business performance in Culinary MSMEs in Garut Regency. Based on these results, H1, which suspects that product innovation significantly affects business performance, can be accepted. The influence of product innovation on business performance is positive, as shown by the original sample of 0.486 and the p-value of 0.000 < 0.05

Table 4 Hypotehsis Testing 1

	Original Sample (O)	Sampel Mean (M)	STDEV	T Statistic	P values
Product Innovation (X1)--> Business Performance (Y)	0.486	0.485	0.082	5.916	0.000

The exogenous construct or product innovation variable has a significant favorable influence, namely (O=0.486) on the business performance construct. The t-statistic value for this constructive relationship is 5.916 > 1.96, and the p-value is 0.000 < 0.05, so Ho is rejected and Ha is accepted, which means that product innovation has a direct influence on business performance significantly in Culinary MSMEs in Garut Regency. Suppose you compare the results of this research with the existing theoretical basis. In that case, product innovation is beneficial for the company. It has succeeded in carrying out steps for renewal, development, use, and skills to improve products using new systems so that product innovation positively and significantly affects performance in MSMEs. Culinary in Garut Regency: This study shows that culinary MSMEs in Garut Regency have implemented product innovation in their business. These results can be seen in the descriptive analysis of the question data. Culinary MSMEs have added menus or updated products, developed existing products, improved the quality of ingredients and materials used to make products, and have original products or products with very high total yields. So, culinary MSMEs in Garut Regency have implemented product innovation well. Research conducted on culinary MSMEs in Garut Regency found that many have implemented product innovation in their business processes. This is conveyed by [24] and [25] which is that innovation is a renewal step to improve products or services. Therefore, the company hopes to improve its performance with high product innovation.The results of this research support the results of previous research, which stated that product innovation influences business performance. There are [26], [7] and [27]. Therefore, it can be concluded that innovating a product can influence business performance for the company (culinary MSMEs in Garut Regency)

Analysis of the direct influence of organizational innovation on business performance.

The influence of organizational innovation on business performance produces a t-statistic of 3.496 > 1.96. It can be concluded that organizational innovation has a significant effect on business performance in Culinary MSMEs in Garut Regency. Based on these results, H2, which predicts organizational innovation on business performance, can be accepted. The influence of organizational innovation on business performance is positive, as shown by the original sample of 0.278, and the p value is 0.000 < 0.05

Table 5 Hypotehsis Testing 2

	Original Sample (O)	Sampel Mean (M)	STDEV	T Statistic	P values
Organizational Innovation (X1)--> Business Performance (Y)	0.278	0.279	0.080	3.496	0.000

The exogenous construct of organizational innovation has a significant favorable influence (O=0.278) on business performance. The t-statistical value of the influence relationship on this construct is $3.496 > 1.96$, and the p-values are $0.000 < 0.05$. Therefore, the second hypothesis, which states that organizational innovation positively influences business performance, is proven to be true.

Based on these results, this research proves that culinary MSMEs in Garut Regency have implemented organizational innovation in their businesses. These results can be seen in the descriptive analysis results, which explain the questionnaire data. Culinary MSMEs in Garut Regency have been able to update the system of standard operating procedures and processes in business administration, starting from product creation and delivery to better service. Apart from that, it also has a work instruction method in accordance with the company's operational standards for handling this work. As a result, the Garut Regency Culinary MSMEs have carried out organizational innovation well. They can influence business performance positively by improving productivity obtained by introducing efficient vehicles that are more fruitful. Research conducted on culinary MSMEs in Garut Regency shows that many culinary MSMEs apply organizational innovation to their business processes.

This research also supports previous research conducted by [1] and [2], which stated that organizational innovation influences business performance, where organizational innovation increases the possibility of cost reduction and can operate as a driver of SME competitive advantage. Therefore, corporate innovation on business performance can influence Culinary MSMEs in Garut Regency.

V. CONCLUSIONS AND RECOMMENDATIONS

Product innovation is proven to positively affect business performance in culinary MSMEs in Garut Regency, which means H1 can be accepted. Therefore, there is an influence of product innovation where the product innovation variable influences business performance in a way that is strong enough to be statistically significant. So, this research shows that product innovation has a clear and significant positive impact on business performance in MSMEs by increasing sales.

Organizational innovation has been proven to positively influence business performance in culinary MSMEs in the Garut Regency, which also means that Hypothesis 2 can be accepted and the influence of organizational innovation on business performance is strong enough to be statistically significant. So it can be concluded that this research shows that innovation can be a driver of excellence in MSME performance and organizational innovation is likely to increase the reduction in costs and income.

For culinary MSME players in Garut Regency to continue improving product and organizational innovation. Based on the results of this research, several culinary MSMEs in Garut Regency still need several factors, such as needing more reliable products. Therefore, it is hoped that Garut Regency Culinary MSMEs will improve several of these factors to improve business performance, which impacts business operations.

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