

Enhancing Dodol Micro, Small, And Medium Enterprises (MSMEs) Performance In Garut District: The Impact Of Entrepreneurial Orientation

Lindayani¹, Asri Solihat², Rena Rahmawati³

^{1,2,3}Universitas Garut

Jalan Terusan Pahlawan, Sukagalih, Tarogong Kidul, Garut

Linda@uniga.ac.id

Abstract- Micro, small, and medium enterprises significantly influence economic growth and development. The findings of this study indicate that innovation, risk-taking, and proactiveness are crucial dimensions of entrepreneurial orientation that positively impact the performance of MSMEs in the Garut Regency. The primary objective of this research is to assess the influence of entrepreneurial orientation on the performance of Dodol micro, small, and medium enterprises (MSMEs) in the Garut Regency, focusing specifically on entrepreneurs engaged in Dodol businesses. Conducted as quantitative research with a descriptive approach, the study involves a population of Dodol business actors in the Garut Regency. A sample of 81 respondents was selected through simple random sampling techniques and analyzed with SPSS statistics 21. The research employs various analytical tools, including simple linear regression, instrument testing, classical assumption testing, and hypothesis testing. The research reveals that the entrepreneurial orientation variable has a substantial influence of 44.6% on the performance of MSMEs. In conclusion, this study underscores the critical importance of enhancing the performance of MSMEs, emphasizing the necessity of understanding the entrepreneurial orientation of a company as integral to achieving this goal.

Keywords: MSEs performance, entrepreneurial orientation

I. INTRODUCTION

The culinary business, particularly prominent in Garut Regency, is characterized by the popularity of Dodol, making Garut known as Dodol City. Dodol Garut, a traditional delicacy with a distinct taste and chewy texture, is crafted from sticky rice flour, sugar, and coconut milk. Residents favor Dodol Garut as a snack, family dish, and special memento. During transportation beyond Garut, it necessitates protection as it contends with other traditional and contemporary foods in the commercial development process (Djuwendah et al., 2019).

Widely enjoyed throughout Indonesia, Dodol is a semi-moist food with a smooth, firm, and soft texture, contributing to its popularity in various regions.

Company performance, defined as the efficient and effective achievement of goals through resource utilization, reflects the extent to which a company attains its results. Examining business performance from the perspective of product or service development within company procedures is crucial. However, the inherent risks in a company play a pivotal role in determining its success or failure. These risks include flawed packaging processes, imperfect raw materials, and damaged products due to stacking.

The subsequent data outlines production process failures that transpired at the Dodol Garut company over one year.

Table 1. Production Failure Data

| No | Bulan | Tahun | Data Kegagalan/Bulan/ Kilogram | Produksi/Bulan/Ton |
|----|-----------|-------|--------------------------------------|--------------------|
| 1 | April | 2021 | 200 | 10 |
| 2 | Mei | 2021 | 200 | 10 |
| 3 | Juni | 2021 | 300 | 10 |
| 4 | Juli | 2021 | 200 | 10 |
| 5 | Agustus | 2021 | 300 | 10 |
| 6 | September | 2021 | 200 | 10 |
| 7 | Oktober | 2021 | 200 | 10 |
| 8 | November | 2021 | 200 | 10 |
| 9 | Desember | 2021 | 200 | 10 |
| 10 | Januari | 2022 | 300 | 10 |
| 11 | Februari | 2022 | 200 | 10 |
| 12 | Maret | 2022 | 200 | 10 |

Analyzing the data presented in the failure above table, it is imperative to conclude this research by identifying and describing failures in the production process and unmarketed products. Notably, an assessment of the company's longstanding employees indicates a monthly decline in Dodol production by approximately 2-3%. Conversely, the percentage of production failures is relatively high, as the company anticipates no more than 0-1% each month.

Insights from interviews with Dodol Garut MSME actors reveal several challenges business operators face, impacting sales growth and resultant profits. The Covid-19 pandemic had a particularly severe impact on Garut Dodol

entrepreneurs, leading to a substantial 50% reduction in production, heightened customer uncertainty, and a significant number of Dodol business actors opting to close their shops temporarily – nearly 90%, according to Iqbal (2020).

In contrast, the most prominent Dodol business actor in Garut Regency demonstrated resilience by continuously innovating marketing and other strategies, ensuring a sustained increase in sales despite a slowdown. Interviews conducted suggest that business actors, regardless of scale, encounter similar challenges related to financial, business, customer, and growth perspectives. The weakened performance of MSMEs is attributed to entrepreneurial character traits and the limited role played in enhancing MSME performance. This performance deficit, in turn, has repercussions on economic growth, as MSMEs hold a crucial role in bolstering the national economy (Wahyuni, 2021).

II. LITERATURE REVIEW

Business Performance

Performance is an outcome that involves evaluating and measuring the degree of success or accomplishment in attaining specific goals. Performance encompasses individual, team, company, investment, and sports achievements in various contexts. Generally, it is assessed by comparing achieved results with previously set targets or standards (Sinaga et al., 2020). Additionally, performance is considered a crucial tool for identifying areas requiring improvement and offering valuable feedback for individuals, teams, or organizations to adapt and evolve in the future (Larashati & Hariyati, 2021).

Business performance objectives represent the targets a company or organization aims to reach in its operations. These objectives reflect the level at which a company desires to gauge the success of its business efficiency (Benneth et al., 2019).

Measuring performance involves examining indicators such as organizational success, including income, capital growth, market share increase, sales growth, and profitability improvement. Financial and non-financial performance metrics contribute to this assessment (Mustari et al., 2021). Business performance is the ultimate outcome of an organization's operations, as evidenced by financial and non-financial data. Economic reports can gauge financial performance, while non-financial performance may manifest in customer satisfaction and product quality. To stay competitive, a company must meet projected targets with heightened efficiency and effectiveness, striving for relatively superior

performance compared to its competitors (Yanto, 2020).

Dimensions of Business Performance

Due to resource constraints, most micro, small, and medium enterprises (MSMEs) face limitations in utilizing financial performance indicators. Small businesses often lack the necessary resources to measure and make informed decisions regarding performance effectively. MSME performance assessment involves various environmental, internal, and external factors. Internal factors include human resources, finance, production, and marketing, while external factors encompass technology, government policies, socio-economics, and the role of related institutions. Performance is evaluated based on business success indicators, such as revenue growth, employee count, profit growth, and market expansion (Fibriyani, 2020).

Measuring MSME performance can be achieved through indicators such as profit growth, the number of customers, sales volume, and product variety (Septiani & Wuryani, 2020). Performance improvement in MSMEs can be assessed using indicators like sales growth, workforce expansion, capital increase, and profit growth (Edwina, 2021). Other research suggests that MSME performance is measured through various indicators, including income growth, sales growth, customer base expansion, and introduction of new products or services (Nainggolan, 2023). Typically, MSME performance is evaluated in terms of financial and non-financial aspects, including financial, business, customer, and growth perspectives (Mustari et al., 2021).

Entrepreneurial Orientation

Entrepreneurial orientation manifests uniquely at the company level as a reflection of its behavior. Often, a decline in performance or business failure occurs due to the challenge of maintaining a position or achieving business targets across diverse sectors. Some companies find it challenging to meet the evolving needs of the business world, particularly for entrepreneurs. Thus, entrepreneurial orientation becomes indispensable for identifying new opportunities and providing innovative solutions to existing businesses (Rahmadi et al., 2021).

To foster growth and profitability, individuals must possess an entrepreneurial orientation encompassing creativity, innovation, a willingness to take calculated risks, and initiative (Mustari et al., 2021). The strategic development and corporate



culture in entrepreneurial activities collectively form entrepreneurial orientation (Nyello & Kalufya, 2021). An organization's ability to manage resources effectively by implementing entrepreneurial strategies for gaining a competitive advantage is synonymous with entrepreneurial orientation (Rompis et al., 2022).

Dimensions of Entrepreneurial Orientation

Entrepreneurial orientation represents a mindset conducive to various activities, including active innovation and risk-taking, essential for initiating and managing a business (Sulaeman, 2018). It engages in a dynamic generative process to create new companies, embodying an innovative, proactive, and risk-taking perspective (Aulia et al., 2019). The dimensions of entrepreneurial orientation include product market innovation, engaging in risky ventures, and embracing proactive innovations to outperform competitors (Benneth et al., 2019).

The three key elements of entrepreneurial orientation are innovativeness, proactive action, and risk-taking (Rahmadi et al., 2020). Entrepreneurial orientation is further categorized into five dimensions: innovativeness, risk-taking, activeness, aggressiveness, and autonomy (Nawangsari et al., 2021). It can be defined as the innate drive and personality that empower individuals to translate new ideas into reality creatively (Purnamasari et al., 2021). This study focuses on the dimensions of innovation, proactiveness, and risk-taking, as these indicators, supported by previous research, exert a robust influence on the formation of entrepreneurial orientation variables (Putri et al., 2023).

III. METHOD

This study employs a descriptive methodology with a quantitative research approach. The descriptive method involves the analysis of collected data without aiming to draw extensive conclusions, utilizing a 95% confidence level and a 5% error margin (Sekaran & Bougie, 2017).

Participants in this research consisted of Dodol Garut Micro, Small, and Medium Enterprises (MSMEs). MSME actors were chosen due to their perceived experience and ability to provide insightful responses, demonstrating a comprehensive understanding of the questionnaire statements.

The population under investigation comprises Dodol MSMEs in the Garut Regency. According to data from the official Garut Regency website, the recorded number of Garut Dodol MSMEs is 101 (Garut Regency Perindagkop & UKM Service, 2021).

The sampling technique utilized in this research is purposive sampling, which falls under the category of non-probability sampling. This deliberate sampling method is based on specific considerations. The sample size determination is computed using the Slovin formula, maintaining a 5% error rate and a 95% confidence level (Sekaran & Bougie, 2017). The error rate is set at 5%, aligning with this study's maximum acceptable error level, calculated using Slovin's formula.

$$n = \frac{N}{1 + N(e)^2}$$

The calculation based on the formula selected 81 MSMEs as research respondents. This research employs simple linear regression analysis to model the relationship between one independent variable and one dependent variable. The analysis utilizes Statistical Product Service Solutions (SPSS) 21 as the software tool for data processing and statistical examination.

IV. FINDINGS AND DISCUSSIONS

Analysis of Entrepreneurial Orientation Influence

The initial analysis employed a partial test (t) to ascertain the regression coefficient value of the entrepreneurial orientation variable on MSME performance. According to the data processing results in Table 4.12, the partial test (t) reveals a significance value for the influence of entrepreneurial orientation (X) on MSME performance (Y) at 0.000, which is less than 0.005. Furthermore, the calculated t value is 7.971, exceeding the critical t value of 1.66437. Consequently, the null hypothesis (H0) is rejected, and the alternative hypothesis (H1) is accepted. This implies that entrepreneurial orientation significantly influences MSME performance.

Table 2. The Influence Of Entrepreneurial Orientation On MSME Performance

| Coefficients ^a | | | | | | |
|---------------------------|-------------------------|------------|--------------|------|-------|------|
| Model | Unstandardized | | Standardized | t | Sig. | |
| | Coefficients | | Coefficients | | | |
| | B | Std. Error | Beta | | | |
| | (Constant) | 14,726 | 4,423 | | 3,329 | ,001 |
| 1 | Orientasi Kewirausahaan | ,480 | ,060 | ,668 | 7,971 | ,000 |

The subsequent analysis focused on determining the extent of entrepreneurial orientation's influence on MSME performance, yielding an R-value of 0.668%. The coefficient of determination denoted as R² with a value of 0.446%, signifies that 44.6% of MSME performance is attributed to the influence of entrepreneurial orientation. Notably, the remaining 55.4% is influenced by variables not explicitly



addressed in this research. This underscores the multifaceted nature of factors contributing to MSME performance beyond the scope of entrepreneurial orientation.

Table 3. R Square

| Model Summary | | | | |
|---------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .668 ^a | .446 | .439 | 2,935 |

The outcomes of this research reveal a positive correlation between entrepreneurial orientation and the performance of Dodol MSMEs in the Garut Regency. The partial calculations indicate a regression coefficient value of 0.000, affirming entrepreneurial orientation's positive and significant influence on MSME performance ($p < 0.05$). This implies that as the entrepreneurial orientation intensifies, so do MSMEs.

The relationship between entrepreneurial orientation and MSME performance is quantified by an R-value of 0.668. Furthermore, the R² value of 0.446, as a coefficient of determination, elucidates that 44.6% of MSME performance is directly impacted by entrepreneurial orientation, while the remaining 55.4% is influenced by unexplored variables not covered in this study. Consequently, the research supports accepting the alternative hypothesis (H1), affirming the substantial effect of entrepreneurial orientation on Dodol MSME performance in the Garut Regency.

Entrepreneurial orientation is defined as individuals' or organizations' attitude, approach, and mental focus towards entrepreneurial activities, encompassing perspectives, values, and goals driven by an entrepreneurial spirit. It is a crucial factor that shapes characteristics and behavior in addressing challenges, opportunities, and risks within the business environment (Arif Hadipranata, 2018). This aligns with the dimensions of innovation, proactiveness, and risk-taking, as outlined by Yanto (2020), which concurrently influence MSME performance.

Survey responses demonstrate that most Dodol Garut MSME owners exhibit a robust entrepreneurial orientation, actively contributing to enhancing business performance. Notably, the highest-rated statements center around the ability to devise unique business strategies, comprehend the business environment, and strengthen the business's competitiveness. This echoes findings from other research, reinforcing the positive impact of entrepreneurial orientation on MSME performance. Descriptive results suggest that Dodol MSMEs in the

Garut Regency exhibit a notably high performance. The focus should be on fostering innovation, proactiveness, and risk-taking to improve performance further. The study emphasizes that a higher MSME performance is closely tied to the entrepreneurial orientation of a company.

Understanding the entrepreneurial orientation of MSME owners in tackling business challenges and opportunities becomes pivotal in gauging its influence on business performance. The three primary dimensions of entrepreneurial orientation—innovation, proactiveness, and risk-taking—are essential in delineating the proactive stance of companies in seeking new opportunities, responding to market challenges, and embracing calculated risks. A robust entrepreneurial orientation positions MSMEs to navigate competition effectively, adapt swiftly to market dynamics, identify novel opportunities, and prudently manage risks. Nonetheless, it is essential to acknowledge the interplay of other factors influencing MSME performance, including sound financial management, effective marketing strategies, and access to adequate resources, with considerations for variations based on the environmental sector in which the MSME operates.

V. CONCLUSION AND SUGGESTION

The findings of this study highlight the significance of innovation, risk-taking, and proactiveness as pivotal dimensions within entrepreneurial orientation, influencing the performance of Micro, Small, and Medium Enterprises (MSMEs) in Garut Regency. Concurrently, the research outcomes, reflected in the R² value, indicate that the entrepreneurial orientation dimension exerts a substantial influence of 44.6% on MSME performance, leading to the acceptance of Hypothesis 1 (H1). Consequently, it can be inferred that innovation, risk-taking, and proactiveness are the main dimensions shaping entrepreneurial orientation and impacting MSME performance. The positive correlation suggests that heightened entrepreneurial orientation aligns with enhanced MSME performance and vice versa.

The interconnected direction fostered by entrepreneurial orientation proves instrumental for organizations, guiding them toward innovative, proactive, and risk-taking thinking. This is manifested through the introduction of appealing new products and the implementation of novel processes to enhance the product purchasing experience and customer engagement. This strategic approach aids MSMEs in



identifying new markets or marketing channels, ultimately positioning them as market leaders.

Dodol Garut MSME owners are encouraged to adopt an entrepreneurial orientation to enhance their business performance. This entails a commitment to continuous improvement, fostering superior and competitive companies that can achieve their goals.

By integrating these entrepreneurial orientation principles, Dodol Garut MSMEs can not only elevate

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their current performance but also position themselves as leaders in the market. This strategic alignment with innovative, proactive, and risk-taking thinking facilitates the introduction of compelling products and processes, fostering an enhanced customer experience and expanding market reach.

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