

Entrepreneurial Orientation and Innovation in Micro-Enterprises East Jakarta Culinary Sector

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Abstract — *Micro-enterprises in the culinary sector are the most vulnerable sector to being affected by Pandemic COVID-19. One of the ways to improve the performance of micro-enterprises in the culinary sector is by improving entrepreneurial orientation skills and always innovating. This study aims to analyze the level of entrepreneurial orientation and innovation on the performance of micro-enterprises in the culinary sector in East Jakarta during the current pandemic. This study examined the effect of entrepreneurial orientation and innovation on the performance of micro-enterprises in the culinary sector in East Jakarta. This study uses the Probability Sampling technique with the Random Sampling method to analyze 44 micro-enterprises in the culinary sector in East Jakarta who have been in business for two years or more.*

The results indicate that partially entrepreneurial orientation had an effect on the performance of micro-enterprises in the culinary sector in East Jakarta, while innovation partially had no effect on the performance of micro-enterprises in the culinary sector in East Jakarta, but based on the F test, entrepreneurial orientation and innovation simultaneously affected the performance of micro-enterprises in culinary sector in East Jakarta.

Keywords— *Entrepreneurship Orientation, Innovation, Micro-Enterprises Performance in Culinary Sector*

INTRODUCTION

According to Law No. 20 of 2008 (in Bank Indonesia and LPPI, 2015), "A company classed as an MSME is a small company owned and managed by a person or owned by a small group of people with a certain amount of wealth and income". The criteria of MSMEs based on Article 35 Paragraph (3) of PP No.7 of 2021 are as follows, Micro Enterprises have a maximum business capital of Rp 1 billion (excluding land and buildings of business premises) and annual sales proceeds of at most Rp 2 billion, then Small Businesses have business capital of more than Rp 1 billion to at most Rp 5 billion (excluding land and buildings) and annual sales proceeds of more than Rp 2 billion to 2 billion. with at most Rp 15 billion, while Medium Enterprises already have business capital reaching more than Rp 5 billion to at most Rp 10 billion (excluding land and buildings of business premises) and the proceeds of the annual sale are more than Rp 15 billion to at most Rp 50 billion.

The characteristics of MSMEs are the nature or conditions inherent in business activities and the behavior of the businessman concerned in carrying out his business. This characteristic is a distinguishing feature between business actors by the scale of their business. Micro-businesses have characteristics, namely the type of goods/commodities are not always fixed, at any time can change, the place of business is not always settled, the employed workforce generally has a relatively low level of education, business people do not have a ready and adequate entrepreneurial spirit, have not done simple financial administration though, generally not access to banking, but some have access to Non-Bank Financial Institutions (LKNB), Like cooperatives, they generally do not have business licenses or other legal requirements, including NPWP. Examples of micro-businesses such as trading businesses, such as grocery stores, street vendors and vegetable traders in the market, barber businesses, etc. As for the characteristics of Small Businesses, namely the type of goods/commodities

generally have remained, where the business has generally settled, in general, has done financial administration although it is still simple, business actors have sufficient experience in the field of entrepreneurship, already have access to banking and Non-Bank Financial Institutions (LKNB) in the need of capital assistance, already have business licenses and other legality requirements, Including NPWP. Examples of small businesses include traders in the wholesale market (agents), laundry businesses, motorcycle workshops, catering, photocopy businesses, etc. While the characteristics of Medium Enterprises, namely having better management and organization, with a clear division of tasks, including the financial part, marketing section, and production section, have carried out financial management by implementing an accounting system regularly to facilitate the auditing and assessment process or examination, including by banks, already have access to banking funding sources and LKNB, And in general, they have human resources that are very well educated and educated. Examples of medium-sized businesses are home-scale bakers, large restaurants, building shops, mountain stone mining businesses for construction, and artificial marble (Bank Indonesia and LPPI, 2015).

Nowadays, Micro, Small, and Medium Enterprises (MSMEs) are still dominating the world of business in Indonesia. Some experts have revealed that MSMEs are still the main focus for developing countries because they have important roles in national economic development (Dangi et al., 2018; in Mulyantini et al., 2020). This is reflected through the increase of employment, distribution of incomes, resisting urbanization, and distribution of economics in the rural economy.

As shown in Table 1, the amount of MSMEs in Indonesia has been continuously increasing every year. In 2019, the number of micro-enterprises in Indonesia has reached 64,601,352, and at the same time, small-enterprises have reached 65,465. This data shows that micro-enterprises are dominating in Indonesia.

TABLE 1. DATA OF MSME DEVELOPMENT IN INDONESIA

Business Unit	Year		
	2017	2018	2019
Micro	62,106,900	63,350,222	64,601,352
Small	757,090	783,132	798,679
Medium	58,627	60,702	65,465
Total MSME	62,922,617	64,194,056	65,465,496

Source: Kementerian Koperasi dan UKM (<http://www.depkop.go.id/data-umkm>)

This big number of micro-enterprises has a role in creating bigger job opportunities in Indonesia. Micro-enterprises are one of the most suitable units for low-skilled manpower (*Potensi Usaha Mikro Kecil Provinsi DKI Jakarta*, 2016). In 2019, micro-enterprises' contribution in employment has reached 109,842,384.

However, micro-businesses also have many limitations, so there are still many businesses that are unable to grow. These limitations include, the lack of access to banking, the ability and knowledge of human resources (HR) are still low, and the use of limited technology so that it is only managed in a simple way (Soetjipto, 2020). In addition, the COVID-19 pandemic has made impacts widely and in multi-sectoral (Fitriasari, 2020). The Indonesian state is also not spared from the threat of the COVID-19 pandemic. Based on the Consumer Survey conducted by Bank Indonesia, there was a decrease in the Consumer Confidence Index (IKK) starting in April 2020 from 115.5 in the previous month to 91.7 and

was in the pessimistic zone (<100). The decline in IKK was caused by the decline of both forming indices, especially the Current Economic Conditions Index (IKE) which fell to a pessimistic level to 57.2. The decline was caused by limited consumer expectations of Indonesia's economic expansion over the next 6 months. These limitations include aspects of business activities as well as the availability of employment. This condition is believed to be the impact of the spread of COVID-19 (Bank Indonesia, 2020).

Micro-enterprises have become one of the most vulnerable sectors affected by the COVID-19 pandemic. An online survey conducted by Lembaga Ilmu Pengetahuan Indonesia (LIPI) on how COVID-19 pandemic affected micro-enterprises in Indonesia which data was collected from May 1 to 20, 2020, has shown a decrease in sales for more than 75% of ultra micro-enterprises, micro-enterprises, small-enterprises, and medium-enterprises. Furthermore, 47,13% of business owners believed that their business would only survive until August 2020, and then 72,02% believed that they would be running out of business after November 2020, and 85,42% believed that they would only survive for maximum of one year since COVID-19 pandemic (LIPI's Public Relation, 2020). Those problems have continuously grown since physical-distancing, work from home, shutdowns of all public sectors, and large-scale social restrictions policies (PSBB), which caused economic activities, primary production, distribution, and sales to be disrupted and finally affected the economic performance of MSMEs in Indonesia (Pakpahan, 2020).

The current important goal is to immediately stimulate national economic growth and create redistribution mechanisms that will alleviate the suffering of underprivileged communities, as well as ensure that the economic framework created will be more resilient in the future. Thus, employment stimulus is needed and helps sectors affected by the crisis, especially MSMEs and also several large companies, to prevent bankruptcy (Jenny, 2020). In terms of self-government, the Ministry of Cooperatives and SMEs starting in mid-March 2020 has opened a hotline service 1500 587 which is intended as a complaint about MSMEs whose businesses are affected by the COVID-19 pandemic. This data collection then became a reference from the government to prepare programs to anticipate the impact of COVID-19 (Soetjipto, 2020).

The National Economic Recovery Program (PEN) is one of the government's main policies to reduce the impact of COVID-19 on the economy in response to the decline in community activities that have an impact on the economy. This program aims to move the economy, protect, maintain, and improve the economic capabilities of business actors, both in the real sector and the financial sector, including micro, small and medium enterprises (MSMEs) (Ministry of Finance, 2020). In 2020, the government allocated Rp 695.2 trillion, which has been realized at Rp 579.78 trillion or 83.4 percent of the ceiling and continues in 2021 with an increase in allocation to reach Rp 699.43 trillion to accelerate the handling of the COVID-19 pandemic, especially through the provision of vaccinations, maintaining and increasing people's purchasing power and encouraging business performance. Until April 16, 2021, the realization of the PEN program has reached Rp 134.07 trillion, or 19.2 percent of the target. Support to the business world has been realized for MSMEs and corporations amounting to Rp 37.71 trillion and business incentives of Rp 14.95 trillion. Government support to MSMEs and corporations has been realized in the form of Government Assistance for Micro Enterprises (BPUM), the provision of MSME and corporate IJP for KMK is guaranteed, as well as the placement of funds in banking. Finally, incentives to the business world have been given in the form of incentives for PPh21 DTP, final PPh of MSME DTP, Exemption of PPh 22 Import, Reduction of Installment of PPh 25, Preliminary Return of VAT, and Reduction of Agency PPh Tariff (Ministry of Finance, 2021).

People's Business Credit is also one of the government programs channeled through state-owned banks, especially BRI, aimed at increasing the productivity and capabilities of entrepreneurs, especially during this pandemic. More and more MSMEs who need loans to save and develop their businesses make the government increase the KUR ceiling in 2022 to Rp 373.17 trillion. The government also decided to keep the 2022 KUR rate at six percent (6 %). MSMEs can borrow KUR, then used it for the purchase of raw materials or the provision of capital goods to accelerate entry into the

digital platform. It is hoped that later this can accelerate economic recovery, increase the pace of employment, and can also accelerate MSMEs who want to take advantage of the momentum of digitalization during the pandemic.

Actually, there are some other factors that can have impacts on enterprises, according to Rita and Irma (in Huda et al., 2020) those were Entrepreneurial Orientation and Innovation. Business actors need to be entrepreneurship-oriented in order to encourage the spirit of innovation and the ability to take risks that can support business success (Santhi & Affandi, 2020). According to Alvarez-Torres et al., (2019), Entrepreneurship Orientation can be considered as stimulation that affects the survival and growth of the business itself. In addition, business actors must also have the ability to innovate. Because innovation can increase the added value of a product and create a new product that can provide better solutions for problem-solving faced by consumers, and in the end, can also affect the growth of business performance (Huda et al., 2020).

The level of entrepreneurial orientation and innovation is very important for the sustainability of a business, especially in the current situation of the COVID-19 pandemic. Business actors cannot only rely on support from the government but must also be able to overcome the problem by increasing their entrepreneurial spirit and always innovating their products. Based on data from Badan Pusat Statistik (BPS), the accommodation and culinary business was the business sector that experienced the most income decline during the COVID-19 pandemic, which was 92.47%. Therefore, researchers are interested to know how high the level of entrepreneurial orientation, innovation, and performance there is in micro-enterprises, especially in the culinary sector during the current COVID-19 pandemic. This interest is expressed in this research with the title "**Analysis of Entrepreneurial Orientation and Innovation in Performance of Micro Businesses in East Jakarta Culinary Sector**".

LITERATURE REVIEW

A. Entrepreneurial Orientation

The word entrepreneur comes from the French word *entre-prende*, which means "to do or to run". The origin of the word is *entreprenant* which means enterprising, trying, brave, and full of adventure (Sedyowidodo, 2018). According to Moeljono (2011) entrepreneurs are people who change resources that were less productive to be more productive. While according to Ciputra in (Nugroho, 2009) entrepreneurs are those who turn dirt into gold, they turn something meaningless into something meaningful to life.

The Merriam-Webster Dictionary defines an entrepreneur as someone who organizes, manages, and assumes the risks of a business or company. The OECD's definition of 1998 is: "Agents of change and growth in an economic market and can act to accelerate the creation, dissemination, and application of innovative ideas". While Ciputra said that an entrepreneur is an attitude of independent living and developing his independence for the good of the people and the environment in which he is. (Nugroho, 2009).

Entrepreneurship orientation comes from a concept written in many strategy management libraries which means the process of strategizing and decision making based on entrepreneurial actions. (Lumpkin & Decs, 1996; Wiklund & Shepherd, 2003). In addition, Entrepreneurship Orientation is also defined as the level of entrepreneurial presence in the organization (Ismail & Rashid, 2012; Wiklund & Shepherd 2003), and the company's participation to enter new markets (Lumpkin and Dess 1996; Lee and Peterson, 2000).

According to (Lumpkin & Dess, 1996; Miller, 1983; in Isichei et al., 2019), Entrepreneurial Orientation is the tendency of organizations to increase innovation, to be proactive, and to take risks. The company's innovative and proactive capabilities are useful for meeting the needs of prospective customers, through the innovation of new products

or services, increasing resources, and courage to take risks before their competitors, which in the end can improve business performance (Hoque, 2018).

Entrepreneurship orientation is defined as the process of making strategies and business behaviors that can be recognized through the characteristics of Tendency to Innovate, proactiveness, risk-taking, competitive aggressiveness, and autonomy, facilitating the pursuit of opportunities (Lumpkin and Dess, 1996; Lumpkin et al., 2009). Avlonitis and Salavou (2007) say that Entrepreneurship Orientation consists of organizational phenomena that reflect managers' capacity to act proactively and aggressively to win competitions. According to Zhou and Wu (2010) proactive and positive decision-making has a positive effect on the amount of innovation produced in business, but both dimensions have no effect on the adoption of innovation. Meanwhile, according to Ma'toufi (2015) Entrepreneurship orientation has an effect on open-mindedness and the many innovations generated by a business. In line with that, the findings of Madhousi et al (2011) also said that Entrepreneurship Orientation affects innovation performance, directly or indirectly through Knowledge Management.

Entrepreneurship orientation is considered an important driver in sustainable growth and superior performance (Kraus et. al., 2012; in Ie & Pratama, 2019). On the other hand, Baron, 2007; Isichei et al., 2019, stated that it is a must for MSMEs to be entrepreneurially oriented because MSMEs currently significantly contribute to generating increased employment, as well as contributing to encouraging a country's economic growth. Therefore, there is a need for strategies that allow businesses to make strategic decisions, improve the personality of leaders, and restructure themselves internally to gain market advantage. Thus, the orientation of entrepreneurship is one of the important resources that can affect the performance of MSMEs.

Specifically, Miller (1983) identified that there are three dimensions of entrepreneurial orientation, innovativeness, risk-taking, and proactiveness. Then (Lumpkin & Dess, 1996; in Ie & Pratama, 2019) refined Miller's original ideas by adding two important aspects of entrepreneurial orientation, Competitive Aggressiveness and Autonomy. However, in this study, the Innovativeness dimension was not used, because the researcher wanted to examine more deeply the effect of innovation on MSME performance. Therefore, the researcher presents innovativeness as an independent variable (X_2).

Autonomy. Autonomy shows the independent behavior of an individual or team in creating a new idea or vision and efforts to implement it (Lumpkin & Dess, 1996; in Ie & Pratama, 2019). Autonomy gives employees the opportunity to perform effectively, by being independent, self-directed, and creative (Lumpkin and Dess, 1996).

Risk-taking means the extent to which an organization can encourage its desire to take an action, even when the outcome is still unknown (Kallmuenzer & Peters, 2018; in Isichei et al., 2019). Risk-taking is the effort to devote resources to a business with the opportunity to profit but also take into account the possibility of failure (Miller and Friesen, 1982; Lumpkin and Dess, 1996). Daring to take risks is also associated with entrepreneurial behavior because successful entrepreneurs are usually people who dare to take risks (Kuratko and Hodgetts, 2001). Risk-taking measures the tendency to choose high-risk jobs with high ROI.

Proactiveness is a concept that describes an organization's ability to anticipate and predict future products or services, and strive to provide them, even when consumers do not have enough knowledge of those products or services (Kallmuenzer & Peters, 2018; in Isichei et al., 2019). Proactive is the pursuit of competitive opportunities and competition in anticipation of future needs and shaping the business environment (Lumpkin and Dess, 2001). Proactively measure whether management often initiates changes first which is then responded to by its competitors, and often introduces new products/ services, methods and techniques.

While Competitive Aggressiveness as according to Lumpkin & Dess, 1996; in Ie &Pratama, 2019 states that Competitive Aggressiveness refers to how companies relate to competition and respond to trends and demands that already exist in the market. In addition, Rauch et. al., 2004; in Ie & Pratama, 2019, Competitive Aggressiveness is a company's effort to outperform its competitors, which is characterized by an offensive posture or an aggressive response to competitive threats.

B. Innovation

Innovation is the application of creativity in order to change a product or work method to be more useful (Robbins & Coulter, 2016; in Lestari et al., 2019). Moreover, innovation enables businesses to add value to their customers through the introduction of new products, product modifications, and product development (Isichei et al., 2019). Verhess & Muelenberg, 2004; in Jannah et al., 2019 revealed that innovation has a strong effect to improve the performance of MSMEs. Therefore, the company is expected to form new ideas in dealing with competitors, customers, and existing markets. Innovating tendencies measures whether management focuses more on research and revival activities, technology, innovation, and many new products and services generated.

The goal of innovation is to create added value by developing ideas that can only be done by implementing appropriate methods and equipment. Studies show that innovation is influenced by external, internal factors and the capacity of organizations to survive the competition (Noruzu et al. 2013).

In an increasingly competitive market, business is required to increase knowledge to be able to adapt new products and technologies and continuously distribute knowledge to all employees. Innovation can be made on processes and products and is influenced by internal and external factors. Internal factors include knowledge and skills, management systems, values, and norms embraced. While external factors are consumers, competitors, and technology. Some previous studies formulated Innovation in various definitions including the earliest to start it is Joseph Schumpeter who discovered the role of Innovation in the development of the world economy. Schumpeter describes innovation as a pattern of starting from the discovery of a new product or method, finding new markets, finding sources of materials to start production, and selling them to the market (Schumpeter, 1934). Innovation becomes essential to staying in the competition and the introduction of successful new products is the lifeblood of most organizations (Alegre &Chiva, 2008). Innovation is defined as "an idea, product or process, system or device that is perceived to be new to an individual, a group of people or firms, and industrial sector, or a society as a whole" (Rogers, 1995, p. 11). Whereas according to OECD (1991) Innovation is, "an iterative process initiated by the perception of a new market and /or service opportunity for a technology-based invention which leads to development, production, and marketing tasks striving for the commercial success of the invention".

The definition suggests that Innovation begins with the growth of a new idea then becomes the development of an idea involving the development of technology from invention and ends with commercialization in the end wearer (Hansen & Birkinshaw, 2007).

Measurement of Innovation becomes difficult to do because of the many innovation activities (Rogers, 1998). In the Innovation literature, several approaches are taken and evaluated for use as measurements including the measurement of Innovation including waiting times to adopt research and development costs, the economic value of Innovation, and the amount of Innovation adopted by an organization (Salavou, 2004).

The innovation measurement approach according to Knowles, Hansen, & Shook (2008) is cutting-edge technology, self-evaluation, research and development funding, the abundance of products introduced by organizations, and intellectual property. Business activity using technology, promoting productivity, and developing new products according to Zhou & Wu (2010) also includes Innovation. According to Freeman (1982), Product innovation is technical

engineering, research and development, manufacturing, management, and commercial activities included in product marketing. Filippetti (2011) included design and research and development as a source of innovation.

Innovation and the capacity to implement innovation determine the achievement of good performance. Businesses with the capacity to innovate well when combined with their performance resources will be superior (Hurley and Hult, 1998). Innovative products, will increase demand, make an organization grow and develop, strengthen its position in the industry, and will improve its performance (Porter, 1985). With increasing global competition, innovation is needed that is not only technological but also organizational that ultimately affects the business success and survives the competition (Han et al, 1998 and Mitchell, 1990).

Drucker (2002) said that the sources of Innovation are (1) unexpected occurrences, (2) incongruities, (3) process needs, (4) industry and market changes, (5) demography changes, (6) changes in perception, and (7) New Knowledge.

According to the Organization for Economic Co-operation and Development (OECD) Oslo Manual (2005), there are four dimensions of innovation, namely Product Innovation, Process Innovation, Marketing Innovation, and Organizational Innovation.

Product Innovation is the introduction of new products or services in terms of characteristics or uses, including improvements in technical specifications, components, materials, and other functions (OECD, 2005). Good product innovation provides a variety of advantages for organizations, such as improving market position, branding, attracting new consumers, and increasing consumer loyalty (Tresna & Raharja, 2019).

Process Innovation is an improvement in technology (physical equipment, techniques, systems) to help companies meet demands from the community and reduce production costs (Damayanti & Widayanti, 2020).

Marketing Innovation is the implementation of a new marketing method in terms of product design, placement, promotion, and product pricing. The purpose of this innovation is to increase sales, market share, and create new markets (OECD, 2005).

Organizational Innovation is the implementation of new organizational methods (innovations in organizational structure, strategy, and administrative processes). This innovation can improve company performance because it can reduce administrative costs or transaction costs, increase job satisfaction, and reduce supply costs (OECD, 2005).

C. Business Performance

Business performance is the ability of a company to manage existing resources so that it can provide value to the company (Tresna & Raharja, 2019). Meanwhile, according to Richard et al., 2009; in Isichei et al., 2019, performance is the result of a series of organizational activities over time that shows the extent to which the organization has been able to achieve the goals that have been set before.

The use of performance measurement systems is often recommended to facilitate strategy implementation and improve performance (Davis and Albright, 2004). Companies are required to give value not only to shareholders but also to stakeholders and it is proven that performance measurement systems can help with that (Ittner and Larcker, 2003).

According to Saniuk, Cagáňová, & Čambál (2013), performance measurement and management is a management concept that focuses on providing information related to the effectiveness of employee job performance. Performance measurement functions according to Franco-Santos, Kennerley, & Micheli (2007) based on the central study of 17 articles with the most citations, according to the order of importance are for (1) strategy execution, (2) provide alignment, (3) internal communication, (4) performance evaluation, and (5) monitor progress.

According to Neely et al (1995), performance measurement is defined as a process for quantifying the effectiveness and efficiency of actions. Whereas according to Hall (2008) performance measurements are defined as, "A system that "translates business strategies into deliverable results combining financial, strategic and operating business measures to gauge how well a company meets its targets".

Agree with the definition above Larcker, and Randal (2003). suggests the definition of performance measurement as follows, "Provides the information [financial as well as non-financial] that allows the firm to identify the strategies offering the highest potential for achieving the firm's objectives, and aligns management processes, such as target setting, decision-making, and performance evaluation, with the achievement of the chosen strategic objectives".

According to Franco-Santos, Lucianetti, & Bourne (2012), the definition of a performance measurement system is a measurement used to operationalize a company's strategy and consists of both financial and non-financial measurements. There are various theories developed to measure company performance. One of them is the theory of the Balanced Scorecard (BSC). BSC is defined as a framework and evaluation process that can be used by a company based on four interrelated perspectives, namely the financial performance perspective, the customer perspective, the internal business process perspective, and the internal business perspective (learning and growth), which was developed by Kaplan and Norton in 1996 (in Sedyowidodo, 2018) (Figure 1).

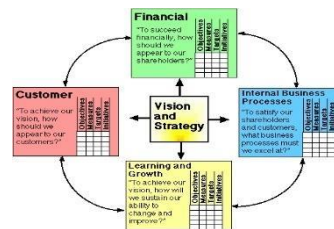


FIGURE 1. BALANCED SCORECARD MODEL

Source: Kaplan, 2010 (in Sedyowidodo, 2018)

The dimensions used in this study are based on the four perspectives of the Balanced Scorecard (BSC), as follows:

To measure the financial performance of MSMEs is done by looking at financial indicators including profit levels, sales levels, and cost efficiency (Alimudin et al., 2019). Measures of financial performance can be used as an indicator of whether the company's strategy, implementation, and implementation contribute or not to the increase in company profits. The financial perspective shows how well the company is judged by its owners, this perspective is an important element of the BSC system because it implements financial strategies to maximize revenues and productivity.

In terms of Customer Perspective, according to Atkinson et al., 2012; in Sadikin et al., 2020, the customer perspective in the BSC method can be seen through the level of customer satisfaction, the level of customer acquisition, and the value of customer retention. The measurement of the customer perspective is expected to contribute to the progress of the company. The customer's perspective shows how well a business is judged by its customers.

Furthermore, Internal Business Process Perspective is a process to identify a company's critical success operations that begins with customer management processes, product or service innovation, as well as good social rules and processes in order to increase customer satisfaction, increase company revenue growth, and increase profits (Kaplan & Norton, 2000; Atkinson, 2000). et al., 2012; in Sadikin et al., 2020). The Internal Business Processes perspective determines the internal processes that must be improved to meet the growth assessed how well intangible infrastructure should be improved such as employees, IT systems, and Business culture (Hsu & Liu, 2010).

While Growth and Learning Perspectives as according to Atkinson et al., 2012; in Sadikin et al., 2020, this perspective focuses on improving the skills and abilities of employees, technology, and the integration of these two things so it will have the ability to take the company to the next level. This is so that the company can know employee satisfaction that is directly related to the progress of the company.

According to Sedyowidodo (2018), The main element for building a BSC is to select the right indicators that must be derived from the company's strategy. The system should contain short-term and long-term indicators. Indicators must relate to each other, creating a cause-effect relationship. This means that if the overall objective is not achieved, then the cause of the error can be known by tracing the causal chain in the perspective below. The order of perspectives in accordance with its importance is the Financial Perspective-Customer Satisfaction- Internal Business Processes-Learning and Development. For example, if financial indicators are not reached, then the cause can be traced from customer satisfaction indicators or internal business processes. Each indicator must be the link of the cause-effect that ends in financial improvement.

Some of the results of financial strategy objectives are usually reduced costs and improved performance, increased asset use, and investment effectiveness. While some goals from a customer perspective, internal processes, and learning and growth are needed to achieve financial goals.

D. Research Hypothesis

The hypotheses in this study are as follows:

H₁: Entrepreneurship Orientation partially influences the Performance of micro-enterprises in the East Jakarta culinary sector.

H₂: Partially innovation affects the performance of micro-enterprises in the culinary sector in East Jakarta.

H₃: Entrepreneurial Orientation and Innovation simultaneously affect the performance of micro-enterprises in the East Jakarta culinary sector.

METHODOLOGY

A. Research Design

This research is quantitative research, which is research that uses data in the form of numbers and analyzes using statistics with the aim of testing the established hypothesis. Descriptive studies are often designed to collect data describing the characteristics of objects (such as people, organizations, products, or brands), events, or situations (Sekaran & Bougie, 2016).

B. Population and Sample

A population is a group of people, events, or interesting things that researchers want to investigate (Sekaran & Bougie, 2016). The population in this study was all micro-enterprises actors in the East Jakarta culinary sector. According to Malhotra (2009) (in Mohammad et al., 2019), the sample was a subgroup of population elements selected for inclusion in the study. The sample in this study uses probability sampling technique and random sampling method by considering the business experience of prospective respondents, namely the business has been running for 2 years or more (≥ 2 years).

Roscoe 1975 (in Sekaran & Bougie, 2016) stated that in multivariate research (including multiple linear regression analysis), the sample size must be at least several times (preferably ten times or more) larger than the number of variables

in the study. In this study, a sample of 40 entrepreneurs in the culinary sector micro-enterprise in East Jakarta would be taken.

C. Data Analysis Method

This research uses a type of descriptive analysis because of the variables that will be examined and aim to present a structured, factual, and accurate picture of the facts and relationships between the variables to be studied. The variables to be studied consist of independent variables (independent) entrepreneurial orientation (X1), Innovation (X2), and variables dependent (dependent) business performance (Y).

The data analysis method in this study uses multiple linear regression analysis which aims to examine the effect of entrepreneurial orientation and innovation variables on the performance of micro-enterprises in the East Jakarta culinary sector. Furthermore, to test the research hypothesis, the F-test was carried out from the significant value and the comparison of the F_{stat} with F_{table} , and the T-test which can also be seen from the significant value and the comparison of the t_{stat} with t_{table} .

The F test is performed to determine whether independent variables simultaneously or together have an effect on dependent variables. According to (Ghozali, 2018) to test this hypothesis using statistic F with the following decision-making criteria i.e. If the significance value < 0.05 then H_0 is rejected, which means there is influence simultaneously or together between independent variables against dependent variables. Conversely, if the significance value > 0.05 then H_0 is accepted, which means there is no simultaneous or joint influence between independent variables against dependent variables. Whereas if $F_{hitung} > F_{tabel}$ value, then it means that there is simultaneous or joint influence between independent variables against dependent variables. Conversely, if $F_{hitung} < F_{tabel}$ value, it means that there is no simultaneous or joint influence between independent variables against dependent variables.

A partial test (t-test) is used to determine the effect of each independent variable on the dependent variable. Testing this hypothesis uses a significance level of 5% ($\alpha = 0.05$). According to (Ghozali, 2018) how to do the t-test is as follows, if the value of $t_{stat} > t_{table}$, then the partial hypothesis is accepted and independent variables each affect the dependent variable. Conversely, if the value of $t_{stat} < t_{table}$, then the partial hypothesis is rejected and the independent variables each have no significant effect on the dependent variable. While the profitability of significance $< 5\%$ ($\alpha = 0.05$), it means that there is an influence between independent variables on dependent variables. Conversely, if profitability significance $> 5\%$ ($\alpha = 0.05$), then it means that there is no influence between independent variables and dependent variables.

RESULT AND DISCUSSION

A. Profile of Research Object

Micro-businesses have a very important role in driving the wheels of the economy in Indonesia. This business management is done simply so that more becomes an option as a business container that generates economic value. This business becomes the main choice because it requires relatively small capital. Therefore, UMKM activity is an economic activity that cannot be separated in people's lives in order to meet the needs of life. In other words, micro-businesses act as a basic development of the populist economy (Potential of Small Micro Enterprises of DKI Jakarta Province, 2016).

The object of this research is micro-enterprises in the East Jakarta culinary sector. Culinary has many variants of foods and beverages, but in general, they are divided into two categories, namely Food Services and Food Retail. Food Services is a culinary variant that prioritizes services so that consumers can experience the benefits directly at the place or store, and then the nature of the product is a ready-to-eat culinary to be consumed directly at that time, while Food

Retail is culinary that prioritizes a wide distribution area because the nature of the product is a durable culinary. (more than seven days) and can be stored for a certain time (Putro, 2020). In this study, the focus is on culinary businesses in the food services category, such as restaurants, *warteg*, street stalls, coffee shops, and catering.

TABLE 2. SAMPLING DISTRIBUTIONS

No	Information	Amount (N)	Percentage (%)
1	Type of business		
	Restaurants	9	20%
	<i>Warteg</i>	4	9%
	Street Stalls	21	48%
	Coffee Shop	4	9%
	Catering	6	14%
Total		44	100%

Source: Processed Data, 2021

Based on table 2 above, the distribution of the research sample is mostly to street stall businesses, which are 21 people with a percentage of 48%, while the distribution of research samples is the least, namely to *Warteg* and coffee shop businesses as many as 4 people with a percentage of 9%.

B. Characteristics of Survey Respondents

Out of the 44 respondents, most of them already have a business license, namely 26 people (59%), while those who do not have a business license are 18 people (41%). This indicates that quite a lot of businesspeople have noticed the importance of having a business license, although some business people still ignore the legality of the business they build because budding entrepreneurs think that taking care of legality and business licenses is quite complicated and spends a lot of funds. Then, most of the respondents' ages ranged from 41-60 years, 19 people (43%), while the age of respondents who were >60 years was only 4 people (9%). This is because the age range of 41-60 years is still in the productive age. According to Goma et al., 2021, the concept of productive age population that is usually used by BPS and some people in Indonesia is the population that is in the age range of 15-64 years. Furthermore, respondents with female gender are 24 people (55%), while respondents are male are 20 people (45%). This is because women no longer want to always depend on their partner's income, they also do not want to just stay at home and be a housewife without having a job. And most of the respondents have a monthly income bigger than Rp 50,000,000, which is as many as 35 people (80%). (Table 3).

TABLE 3. CHARACTERISTICS OF SURVEY RESPONDENTS

No	Information	Amount (N)	Percentage (%)
1	Business License		
	Yes	26	59%
	No	18	41%
Total		44	100%
2	Age of Respondents		
	21-30 year-old	7	14%
	31-40 year-old	14	32%
	41-60 year-old	19	43%
	> 60 year-old	4	9%
Total		44	100%
3	Gender		
	Male	20	45%
	Female	24	55%
Total		44	100%
4	Monthly Income		
	< Rp 50,000,000	35	80%
	Rp 50,000,000 – Rp 166,000,000	9	20%
Total		44	100%

Source: Processed Data, 2021

C. Statistical Hypothesis Testing

F-Test

The F test aims to determine whether the independent variables (Entrepreneurial Orientation and Innovation) simultaneously or together have an effect on the dependent variable (Business Performance). Unlike the t-test, how to process data in the F test is not done individually on each independent variable, but together. The absence of simultaneous influence of independent variables on dependent variables in this study can be seen from the signification values and comparison of Fhitung values with Ftable in table 4.

In table 4, it can be seen in the column Sig. which has a value of 0.000 or less than 0.05. According to (Ghozali, 2018), if the significance value is < 0.05 , then there is a simultaneous or joint effect between the independent variables on the dependent variable. In addition, the results of the F test can also be seen by comparing the values of F_{stat} and F_{table} . In this study, the value of F_{table} used was 3.22. Based on table 4, the value of F_{stat} is 63,908 or greater than 3.22. According to (Ghozali, 2018), if the $F_{stat} > F_{table}$ value, it means that there are simultaneous or joint effects between the independent variables on the dependent variable. So it can be concluded that there are simultaneous effects between the independent variables (Entrepreneurial Orientation and Innovation) on the dependent variable (Business Performance).

TABLE 4. F-TEST RESULT

ANOVA ^a					
Model		Sum of Squares	df	F	Sig.
	Regression	405.548		63.908	.000 ^b
	Residual	130.089	1		
	Total	535.636	3		
a. Dependent Variable: Business Performance					

Source: Processed Data, 2021

T-Test

The t-test (partial) is basically to know whether the independent variable (Entrepreneurial Orientation and Innovation) partially or individually have a significant effect on the dependent variable (Business Performance). The following Table 5 is the result of the t-test of this study.

TABLE 5. T-TEST RESULT

Coefficients			
Model		t	Sig.
	(Constant)	2.9 97	.005
	Entrepreneurial Orientation	7.9 67	.000
	Innovation	1.1 18	.270
a. Dependent Variable: Business Performance			

Source: Processed Data, 2021

Based on the table above, it can be seen that the column Sig. in the Entrepreneurial Orientation variable (X_1) has a value of 0.000 or less than 0.05, while the Innovation variable (X_2) has a value of Sig. of 0.270 or greater than 0.05. According to (Ghozali, 2018), if the significance profitability is $< 5\%$ ($\alpha = 0.05$), it means that there is an effect between the independent variables on the dependent variable or vice versa if the significance profitability is $> 5\%$ ($\alpha = 0.05$), then there is no effect between the variables. independent of the dependent variable.

Moreover, the results of the t-test (partial) can also be seen by comparing the values of t_{stat} and t_{table} . In this study, the t_{table} value used was 2,019. Based on table 5, the t_{stat} value for the Entrepreneurial Orientation variable (X_1) is 7,967 which is greater than 2,019, while the t_{stat} of the Innovation variable (X_2) is 1,118, which is smaller than 2,019. According to (Ghozali, 2018), if the value of $t_{stat} > t_{table}$, then there is an influence between the independent variable on the dependent variable or vice versa, if the value of $t_{stat} < t_{table}$, then there is no influence between the independent variable on the dependent variable. So it can be concluded as follows:

- a. Entrepreneurial Orientation Variable (X_1) partially affects Business Performance (Y)
- b. Innovation variable (X_2) partially has no effect on Business Performance (Y).

Coefficient of Determination (R^2)

The coefficient of determination aims to determine the percentage of the effect between the two independent variables (Entrepreneurial Orientation and Innovation) on the dependent variable (Business Performance). The following Table 6 is the result of the coefficient of determination of this study.

TABLE 6. COEFFICIENT OF DETERMINATION RESULT

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.870 ^a	.757	.745	1.78126
a. Predictors: (Constant), Innovation, Entrepreneurial Orientation				
b. Dependent Variable: Business Performance				

Source: Processed Data, 2021

Based on the table above, the value of R Square $\times 100 = 0.757 \times 100 = 75.7\%$, this shows that the Entrepreneurial Orientation and Innovation simultaneously (together) can affect Business Performance by 75.7%, while the remaining 24.3% is influenced by other variables that not included in this study.

D. Discussion

The study began with the dissemination of questionnaires to 35 respondents to find out if valid and reliable questions were asked in the questionnaire. After that, continued with the spread of questionnaires as large as the required sample, which is 44 respondents, then processed by analyzing the characteristics of respondents. Respondents' characteristics in this study were based on several factors, namely gender, age, business license ownership, and monthly business income. In this study it was found that the majority of respondents were women with the most age range of respondents at 41-60 years, then 59 percent of respondents also already had a business license, and had a monthly income of < Rp 50,000,000.

A questionnaire is a research instrument used to determine the influence of entrepreneurial orientation and innovation on the performance of MSMEs in East Jakarta. The questionnaire consisted of 28 questions and was measured on the Semantic Differential Scale. Data obtained through measurements with a semantic differential scale is interval data. Each respondent's answer was assigned a score interval of 1 (strongly disagreed) to 5 (strongly agree).

The entrepreneurial orientation indicator (X1) has 13 questions with an average value (mean) of 4.0 or can be said to agree, while the innovation indicator (X2) has six questions with an average value (mean) of 3.3 or can be said to be quite agreeable, and the business performance indicator (Y) has nine questions with an average value (mean) of 4.0 or can be said to agree. This explains that respondents already have entrepreneurial-oriented abilities and make some innovations in their business so that it can affect the performance of micro-businesses in the culinary sector in East Jakarta.

In this study, the Multiple Linear Regression Analysis Test was conducted twice. The first Multiple Linear Regression Analysis Test shows the following results, first, Constant (a) of 8,185, meaning that if Entrepreneurship Orientation (X1) and Innovation (X2) have a value of 0, then the MSME Performance value (Y) is 8,185. Second, the coefficient value of the Entrepreneurship Orientation variable (X1) is 0.513, meaning that if the Entrepreneurship Orientation variable increases by 1 score, it will cause an increase to the MSME Performance variable (Y) of 0.513. Third, the coefficient value of the Innovation variable (X2) is 0.067, meaning that if the innovation variable increases by 1 score, it will cause an increase to the MSME Performance variable (Y) of 0.067. While the second Multiple Linear Regression Analysis Test shows the following results, first, Constant (a) of 7,154, meaning that if Entrepreneurship Orientation (X1)

and Innovation (X₂) have a value of 0, then the PERFORMANCE value of MSMEs (Y) is 7,154. Second, the coefficient value of the Entrepreneurship Orientation variable (X₁) is 0.559, meaning that if the Entrepreneurship Orientation variable increases by 1 score, it will cause an increase to the MSME Performance variable (Y) of 0.559. Third, the Innovation Variable (X₂) is no longer used in multiple linear regression tests because it has no influence on Business Performance (Y).

Based on the results of the analysis above, there will be a discussion that provides some detailed information about the results of the study and how each variable influences other variables. The independent variables in this study are Entrepreneurial Orientation (X₁) and Innovation (X₂), while the dependent variable is Business Performance (Y). Hypothesis testing between independent variables and dependent variables is carried out through the results of the SPSS 25 analysis. Then, a discussion of each hypothesis will be carried out as follows:

1. The Effects of Entrepreneurial Orientation (X₁) on Performance in the Micro Culinary Sector (Y).

The positive influence between Entrepreneurship Orientation and performance has been done by many previous researchers namely Covin and Slevin (1989), Lumpkin and Dess (1996), Wiklund (1999), Krieser, Marino and Weaver (2002), Kraus et al (2005), and Al Swidi and Mahmood (2011). Some studies have also found a positive influence between entrepreneurial orientation and small business growth (Gurbuz &aykol, 2009) and profit (Chow, 2006).

Ismail & Rashid (2012) also found that Entrepreneurship Orientation plays a positive role as a mediator between leadership-type variables and academic commercialization. Research conducted by Smart and Conant (1994), Wang et al (2010), Wiklund (1999), Lyon, Lumpkin and Dess (2000), Covin and Slevin (1989), Miller (1983) and Zahra (1993) prove that a high level of Entrepreneurial Orientation improves organizational/corporate performance.

Based on the results of the analysis, it is concluded that the Entrepreneurial Orientation (X₁) variable has a partial effect on the Performance of micro-enterprises in the culinary sector (Y), where this entrepreneurial orientation consists of several dimensions, Autonomy, Risk-taking, Proactiveness, and Competitive Aggressiveness. Partially, they have an effect on business performance because the value of t_{stat} on the Entrepreneurial Orientation variable (X₁) is greater than t_{tabel} ($7,967 > 2,019$), with a significance level below 0.05, which is 0.000. These results indicate that entrepreneurial orientation is one of the factors that play an important role in determining the level of performance improvement in micro-enterprises in the culinary sector. This happens because the average respondent already has an entrepreneurial orientation, so it is able to have a direct impact on improving performance in the culinary sector micro-businesses in East Jakarta.

This finding supports the results of Sedowidodo's research, (2018) which proves that Entrepreneurship Orientation only has a direct effect on Company Performance. In addition, the results of research by Alvarez-Torres et al., (2019); Isichei et al., (2019); Hoque, (2018); Jannah et al., (2019) stated that Entrepreneurial Orientation has a positive and significant impact on the performance of MSMEs, where the higher the entrepreneurial orientation, the higher the performance of micro-enterprises in East Jakarta culinary sector.

The factor that most influences Entrepreneurship Orientation in The Performance of Culinary Sector Micro Enterprises in East Jakarta is Autonomy (4.61), where business owners have full authority in managing businesses to maximize the company's mission-vision. This dimension of autonomy is closely related to the function of leadership. The success and failure of a business lie in the dynamics and effectiveness of leadership and the role of a leader. The leader of the company is an important element in a business. Successful leaders are leaders who can master and develop themselves and are also able to master and direct and develop their employees. An effective leader will always look for better ways to grow his business.

The results of this analysis accept hypothesis H_1 which states that Entrepreneurial Orientation partially affects the Performance of Micro-Enterprises in the East Jakarta culinary sector. That way, culinary sector micro-businesses in East Jakarta can improve their business performance by increasing their entrepreneurial orientation which includes Autonomy, Risk-taking, Proactiveness, and Competitive Aggressiveness in their business operations.

2. The Effects of Innovation (X_2) on Performance in Culinary Sector Micro Enterprises (Y).

Based on the results of the analysis, the Innovation variable (X_2) partially has no effect on MSME Performance (Y), where this innovation consists of several dimensions, namely Product Innovation, Process Innovation, Marketing Innovation, and Organizational Innovation. Partially it has no effect on business performance because the t_{stat} value on the Innovation variable (X_2) is smaller than t_{table} ($1.118 < 2.019$), with a significance level above 0.05, which is 0.270. These results mean that increased innovation does not necessarily improve the performance of micro-businesses in the East Jakarta culinary sector.

This finding is similar to the results of research by Huda et al., (2020) which proves that innovation does not have a direct (partial) effect on business performance. This happens because the average respondent has not innovated optimally, so it has not been able to have a direct impact on improving performance in micro-enterprises in the East Jakarta culinary sector. Therefore, the result of this analysis is to reject the H_2 hypothesis which states that Innovation partially affects the Performance of micro-enterprises in the East Jakarta culinary sector. In other words, if innovation runs alone or is not accompanied by an entrepreneurial orientation then the innovation will not affect performance in the micro-business culinary sector in East Jakarta.

3. The Effects of Entrepreneurial Orientation (X_1) and Innovation (X_2) on Performance in the Micro Culinary Sector (Y).

Based on the results of the analysis of the Entrepreneurial Orientation and Innovation variables have a simultaneous effect on the Performance of Micro Enterprises in the Culinary Sector. Simultaneously can affect business performance because the value of F_{stat} is greater than F_{table} ($63,908 < 3.22$), with a significance level below 0.05, which is 0.000. These results mean that if the Entrepreneurial Orientation variable (X_1) and the Innovation variable (X_2) are tested together, they can be a factor that plays a role in determining the level of performance improvement in the micro-enterprises in the East Jakarta culinary sector. In addition, the Coefficient of Determination resulted in a value of $R\text{ Square} \times 100 = 0.757 \times 100 = 75.7\%$, this shows that the orientation of entrepreneurship and innovation simultaneously (together) can affect the performance of micro-businesses in the culinary sector in East Jakarta by 75.7%.

This study supports the statement of Jannah et al., (2019); Mohammad et al., (2019) in their research which proves that Entrepreneurial Orientation and Innovation if tested simultaneously (simultaneously) have an effect on Business Performance. The results of this analysis accept hypothesis H_3 which states that Entrepreneurial Orientation and Innovation together (simultaneously) affect MSMEs in micro-enterprises in the East Jakarta culinary sector.

Performance Improvement in Micro Business Culinary Sector in East Jakarta is influenced by Entrepreneurial Orientation both directly and through Innovation mediation. To spur business performance, efforts through Autonomy, Risk-taking, Proactiveness, and Competitive Aggressiveness carried out by company leaders with efforts to disseminate Entrepreneurship Orientation to create an innovative culture at the organizational level must be done simultaneously. In other words, innovation will affect the performance of micro-businesses in the culinary sector in East Jakarta if coupled with an entrepreneurial orientation. Therefore, culinary sector micro-businesses in East Jakarta can maximize the improvement of their business performance by increasing their entrepreneurial orientation which includes Autonomy, Risk-taking, Proactiveness, and Competitive Aggressiveness along with increasing innovation which includes Product

Innovation, Process Innovation, Marketing Innovation, and Organizational Innovation in running and developing their businesses.

CONCLUSIONS AND RECOMMENDATIONS

A. Conclusions

Based on the results of the analysis and discussion, the following conclusions can be drawn:

1. Entrepreneurial orientation has a positive and significant impact on the performance of micro-businesses in the East Jakarta culinary sector. This means that the higher the entrepreneurial orientation ability possessed by business actors the more it will affect the performance of micro-enterprises in the East Jakarta culinary sector.
2. Innovation does not directly affect the performance of micro-enterprises in the East Jakarta culinary sector. This means that the presence or absence of innovation in a business will not affect the performance of the business.
3. Entrepreneurial orientation and innovation simultaneously affect the performance of micro-enterprises in the East Jakarta culinary sector. This means that the high performance in the culinary sector micro-businesses in East Jakarta is influenced by the level of entrepreneurial orientation and innovation in the business.

B. Recommendations

Based on the results of the discussion analysis and some conclusions in this study, the suggestions that can be given through the results of this study are:

1. Entrepreneurial orientation is a variable that has a positive and significant effect that can improve business performance. Business actors already have the ability to autonomy, courage to take risks, and aggressiveness in entrepreneurship. However, this ability still needs to be improved. Therefore, business actors are expected to be more proactive in being the first to initiate new changes so that they can become market leaders in the competition for the same type of business.

During the current COVID-19 pandemic, business actors can take advantage of the Work From Home (WFH) and Learning From Home (LFH) policies as an opportunity, for example for *Warteg* businesses and street vendors who sell breakfast menus to open their stalls earlier or increase food production which will be sold in order to reach consumers who are currently WFH/LFH. For coffee shop businesses can open outlets in residential shophouses to be more easily reached by consumers who are WFH / LFH. Restaurants and catering businesses can offer home catering packages to housewives as well as career women who are WFH to meet their family consumption needs.

2. Innovation is not a factor that can affect business performance, although the average business actor already has the ability to innovate, this ability is still not optimal, so it has not been able to have a direct impact on improving the performance of MSMEs in East Jakarta. The existence of physical distancing and PSBB policies made by the government requires people to stay at home, this can be used by business actors to immediately partner (work together) with food delivery service platforms, such as Gofood and Grabfood, and do digital-based marketing by utilizing social media such as Facebook and Instagram or using promotional services from influencers. So that the businesses they run can survive, and then will be able to increase sales and affect business performance.
3. Orientation of Entrepreneurship and innovation together (simultaneously) affects business performance. Business actors already have good autonomy capabilities where business owners have full authority in managing the business to maximize the company's mission-vision. This autonomy capability will be better if supported by proactive ability

in dealing with changing conditions. And keep in mind that the entrepreneurial orientation will give maximum influence if coupled with innovation.

As is the case when many communities are exposed to Covid-19, culinary sector micro-businesses can take the opportunity to provide food packages during self-isolation at home or establish partnerships with both hospitals and other Covid-19 patient care places to provide food for Covid-19 patients. In addition, culinary sector micro-businesses are also expected to innovate healthy food to meet the nutrition of the community, especially those who are being exposed to Covid-19, so that it can be an attraction on its culinary products in the eyes of consumers. That way, micro-businesses in the culinary sector can continue to survive and grow even in the midst of the Covid-19 pandemic.

4. For further researchers, it is recommended to add other variables that are thought to affect business performance, such as market orientation, business strategy, entrepreneurial characteristics, and others. Researchers can also increase the sample size in order to better represent the population, and the scope of research locations can also be expanded not only in East Jakarta.

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