

# THE EFFECT OF KNOWLEDGE SHARING, INNOVATIVE BEHAVIOR AND ENTREPRENEURIAL ORIENTATION ON THE PERFORMANCE OF CULINARY INDUSTRY

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## ABSTRACT

*The sustainability of SMEs is determined by their ability to consider internal factors and external factors that affect the running of the business. Especially in the culinary SME sector, SMEs are currently not only required to rely on taste and product uniqueness but to survive and develop culinary SMEs must also be able to develop a culture of sharing knowledge, encourage innovative behavior and foster an entrepreneurial spirit. This study aims to analyze the effect of knowledge sharing, innovative behavior and entrepreneurial orientation on the performance of culinary industry SMEs in Padang city. The population in this study were all culinary industry SMEs in Padang city with a target sample of culinary SMEs with a total of 155 samples. Data analysis techniques using multiple linear regression analysis. From the results obtained that 1) knowledge sharing has a significant influence on the performance of SMEs culinary industry in Padang city, 2) innovative behavior has a significant influence on the performance of SMEs culinary industry in Padang city and 3) entrepreneurial orientation does not have a significant influence on the performance of SMEs culinary industry in Padang city.*

**Keywords:** *Performance, Knowledge Sharing, Innovative Behavior, Entrepreneurial Orientation*

## INTRODUCTION

The rapid development of technology characterized by the presence of various kinds of innovations, technologies and new business models greatly influences all businesses, including businesses at the SMEs. SMEs must try to get out of their comfort zone by starting new strategies and business models so as not to lose competition with similar businesses.

Creative SMEs are SMEs that are developed into SMEs based on the creative economy. The Creative Economy Agency (*BEKRAF-ind*) explains that the creative economy is the creation of added value from creativity that is protected by intellectual property and comes from the management of culture, science and / or technology (Anggito 2022). Sample business that can be categorized as creative SMEs is the craft industry, advertising, culinary, art and printing.

This research is built on the collaboration of two theoretical concepts, namely Resource Based Theory (RBV) and Knowledge Based View (KBV). RBV Theory allows efforts to identify company resources that have the potential to drive company performance by linking resources, capabilities, and decisive actions with the achievement of sustainable competitive advantages that result in higher profits than competitors (Ward

2003 ; Thornhill 2003). The KBV approach states that for an organization to have a competitive advantage, it must have knowledge management experts, including knowledge sharing.

In the Resource Based Theory (RBV) framework, SME performance is determined by the organization's ability to manage internal resources that are rare, unique and difficult to imitate. However, in the era of increasingly competitive business competition, the management of physical and tangible resources is not enough to create a competitive advantage. Therefore, Knowledge Based View (KBV) Theory is able to emphasize that knowledge is a key strategic resource that can drive innovation and business sustainability. In this study, the integration of RBV Theory and KBV Theory will provide a conceptual basis for this study to see knowledge sharing, innovative behavior and entrepreneurial orientation can be internal factors that contribute to improving the performance of the culinary industry in Padang city.

In order to improve company performance, many studies have focused on developing entrepreneurial strategies and dynamic capabilities of companies so as to improve company performance and competitiveness (Ferreira et al. 2016). SME performance can also be influenced by

external and internal factors. External factors are circumstances that occur outside the business, but have the potential to affect the business. External factors include social and cultural, business competition, related institutions while internal factors include human resources, marketing, finance, production, leadership style, business management (Wang 2004). Based on the theory and concept of SME performance put forward by experts and previous research, the performance indicators of SMEs that will be used in the study using dimensions according to Bititci (2000) and Munizu (2010) which explains that the performance of a business can be measured from a) the level of sales, b) the level of profit, c) market share position, d) the number of consumers and e) employee satisfaction

The success of a company's performance can be evaluated based on its success in implementing knowledge sharing. To create high performance, the organization requires high resources and capabilities including knowledge in the organization can be integrated and coordinate existing resources and capabilities. The higher the exchange of information and experience provided, the higher the company's business performance will be. Knowledge sharing is also expected to encourage the ability of human resources to innovate and find creative ideas (Sulistiyandari 2011; Lin 2007). In this study, knowledge sharing in SMEs can be measured using two dimensions, namely 1) knowledge donating and 2) knowledge collecting (Hoof, B & De Ridder 2004). From the above it can be concluded that knowledge sharing has a positive effect on the performance of SMEs so it is important for SMEs to empower internal assets in the form of knowledge sharing in business so as to improve performance.

In general, business development in an SME will not be separated from knowledge management. Yao Tung (2018) explains that organizations want to achieve success including SMEs must consistently seek better opportunities to improve their performance which has an impact on achieving results and sharing knowledge (knowledge sharing). This is reinforced by several previous researchers who stated that knowledge sharing will have a significant impact on performance (Wening, Haryono, and Harsono 2016 ; Anggito 2022). From this it can be seen that an SME must be able to manage and utilize its knowledge (Jouni A. Laitinen 2019).

To improve the performance of creative SMEs today is not only required to develop the business but also must be able to follow the changes that occur in the environment so that a creative SME must have innovative behavior in its

business. SMEs that have innovative behavior are SMEs that have a competitive advantage by having the ability to develop new products, processes, marketing and methods (Calik. 2017). With the right innovative behavior, SMEs will be able to survive in the face of an all-innovation environment, obtain the expected results and will be able to improve business performance (Chichi 2023; Anggito 2022; Nurchayati 2020 ; Berliana and Arsanti 2018).

Innovative behavior is individual behavior aimed at introducing and applying new things that can be useful at different levels of the organization ( de Jong and den Hartog 2010). Innovative behavior appear from the pressure of strong competition and rapidly changing needs that require companies to find something new in the form of methods, products, and markets in order to gain a competitive advantage. Innovation is often associated with creating a sustainable market starting with the introduction of new products and superior processes (Melio 2011). Firms become more competitive with innovation because innovation plays an important role in the development of the economy, as well as in the expansion and maintenance of high firm performance in industry competition. Innovative behavior in a company can be measured by 1) product quality, 2) product variants, and 3) product design (Kotler 2012). Thus, it can be concluded that high innovation, both process innovation and product innovation, will be able to increase the company's ability to create quality products. High product quality will increase the firm's competitive advantage, which will ultimately affect the firm's performance.

Entrepreneurial orientation is a creative and innovative ability that is used as the basis, tips and resources to seek opportunities for success. Entrepreneurial orientation is a characteristic at the company level because it reflects company behavior (Wales 2019). Entrepreneurial orientation can be measured using three dimensions, namely a) innovativeness is the willingness to introduce new patterns (newness) and something new (novelty) b) activeness and c) risky courage (Susanto, Abdullah 2019). Entrepreneurial orientation, has exploratory properties and risky behavior that can be known as a mechanism for learning and choice in the process of product innovation (Fairoz. 2010). The approach of entrepreneurial orientation as an organizational strategy leads to effective action on product innovation that is not only on financial capabilities. Thus, entrepreneurial orientation is an orientation where the company with its characteristic level will have a high level of performance and growth,

because it is able to deal with environmental dynamics more successfully

Some researchers explain that the inability of SMEs to improve competitiveness is due to SMEs have various limitations, such as the lack of ability to adapt to the environment, less utilization of business opportunities, lack of creativity and innovation in anticipating various environmental challenges. On the one hand, the literature review explains that there are three key aspects that will determine competitiveness and can have an impact on company performance, namely factors of the company's internal environment, external environment and entrepreneurship ((Mustikowati. 2015) This is in line with research conducted by previous researchers who stated that SME performance is influenced by Entrepreneurial Orientation factors (Chichi, Mega & Ilham Thaib 2024, Susanto, Abdullah 2019, Amarteifio 2020).

This study examines the influence of knowledge sharing, innovative behavior and entrepreneurial orientation on the performance of culinary SMEs in Padang city. The culinary industry was chosen because it is a creative sector that continues to grow and develop. This can be seen from the increasing number of unique food trends, culinary tours that are increasingly visited and become part of people's lifestyles. Padang city was chosen as a research site because in addition to this city famous for its culinary centre with traditional Minangkabau cuisine, the culinary sector in Padang city is also one of the driving forces of the community's economy. Therefore, maintaining the existence of culinary SMEs must

be maintained in order to survive in the competition.

## RESEARCH METHODS

This type of research is quantitative research that analyzes the improvement of business performance through knowledge sharing, innovative behavior and entrepreneurial orientation in the culinary industry in Padang city. The research data source comes from primary data, namely questionnaires. The object of the research is all Culinary Industry SMEs in Padang City. The population in this study were all culinary industry SMEs in Padang city. The sampling method in this study uses non-probability sampling because of the unavailability of specific data number of SMEs in the culinary field. As for the sample size is taken using the opinion of Hair et al (2010) which states that for an unknown population size can determine the sample size by multiplying 5 - 20 with research indicators. Based on this, the sample in this study was 155 culinary businesses in Padang city. Data analysis techniques in this study using 1) descriptive results of respondents, 2) validity and reliability tests 3) multiple regression analysis, namely the analysis used to test the effect of knowledge sharing (X1), innovative behavior (X2) and entrepreneurial orientation (X3) on SME performance (Y) and 4) hypothesis testing.

## RESULTS AND DISCUSSION

### Results of Descriptive Analysis of Respondents

From the results of descriptive analysis of respondents in 155 research samples, the results can be obtained in table 1.

**Table 1. Results of Descriptive Analysis of Respondents**

Characteristic	Items	Amount	Percentage (%)
Gender	Male	83	54
	Female	72	45
Education Background	Senior High School	114	74
	Diploma	18	11
	Bachelor	22	14
	Master	1	1
Length of business establishment	< 1 year	23	15
	1 – 2 year	29	18
	2 – 3 year	27	16
	>3 year	76	49
Number of Employees	2 people	62	40
	3 – 5 people	65	42
	>5 people	28	18
Average Income/year	<Rp.10 Million	40	26
	Rp.10 Million – Rp.20 Million	50	32
	>Rp.20 Million	65	42
Availability of Internet	Yes	83	54
	No	72	45
Participation of Online shopping	Yes	106	68
	No	49	32

Source: questionnaire

The results of the descriptive analysis of the respondents above aim to provide an overview of the profile of the culinary SMEs in Padang city that sampled the research. Respondent characteristics such as gender, educational background, length of business establishment, number of employees and average income per year show the diversity of respondents and explain the real conditions about culinary businesses in Padang city.

The characteristics of length of business establishment and number of employees provide information on business scale and business continuity that can influence the extent to which knowledge sharing practices, innovative behavior, and entrepreneurial orientation are applied by culinary SMEs in Padang city. In addition, data on internet availability and SMEs' participation and presence in online shopping access illustrate the extent to which Padang city's culinary SMEs have integrated with digital, which is relevant in the context of this study.

From the results of the descriptive analysis of the respondents above, it can be seen that 54% of respondents are men with the majority of senior high school education with 74%. The length of business establishment is 1-2 years as much as 18%, the most number of employees is 3 - 5 people and the average income per year is >Rp.20 million. In accordance with the object of research, namely the creative industry, in this study the level of creativity of the sample is seen based on internet availability and participation in online shopping

applications. From the results obtained, 54% of culinary businesses in Padang city have internet availability at the place of business. This is in accordance with the research of Cobanoglu et al (2012) which suggests that the presence of Wifi services in restaurants or cafes will be able to increase business attractiveness for target customers. In a digital era like this, business competition from business people will be tighter.

In addition, the characteristics that characterize creative businesses in this study are that 68% of SMEs have participated in online shopping applications such as GoFood. Currently, digital technology is very helpful for the growth and development of the business world. There are many digital features that can be utilized to reach buyers. According to Nkosivile et al (2023) the majority of respondents use more than one food delivery application because they want to compare prices and promos, get a variety of menus from various restaurants/cafes and ensure more flexible service availability and speed.

#### **Validity and Reliability Test Results**

From the results of the validity and reliability tests carried out on the research results, it was found that all the data obtained were valid and reliable. From the results of the correlation between each indicator on the variable to the total construct score of each variable shows valid results, namely the value of  $r_{count} > r_{table}$  where the  $r_{table}$  is 0.30 so that the indicator used by each variable in this study is declared valid. As for the results of the reliability test, the results show

that all variables have a Cronbach Alpha value that is above 0.60 so that it can be said that all indicators for each variable from the questionnaire are reliable.

### Multiple Regression Results

This study uses multiple regression analysis techniques which aim to measure the influence between the dependent variable and the independent variable. The results of multiple regression analysis in this study can be seen in table 2 below

**Table 2. Multiple Regression Analysis Results**

Variable	Coefficient	Standard Error	$t_{test}$	$P> t $
Constant	1.343	0.380	3.534	0.001
Knowledge Sharing	0.443	0.064	6.938	0.000*
Innovative Behaviour	0.291	0.054	5.400	0.000*
Entrepreneur Orientation	-0.086	0.071	-1.215	0.226
<i>Prob &gt; F</i>	0.0000			
<i>RP<sup>2</sup></i>	0.474			

Source: SPSS processing results

Based on the results of data processing, the significance value of knowledge sharing is 0.000 which is smaller than the alpha value of 0.05, so the hypothesis (H1) is accepted, namely knowledge sharing has a significant effect on business performance. The results of the characteristics of respondents also found that the majority of SMEs have a workforce of 3 - 5 people have taken the last high school education. This means that respondents already have the knowledge to manage their business effectively and efficiently so that they are able to absorb information from within the company and outside the company that can improve their innovation capabilities to produce better products and services. This means that the better knowledge sharing is implemented by culinary industry SMEs through knowledge sharing and knowledge donating, it will provide an increase in performance in the culinary SME business in Padang city.

The education level of culinary SMEs in Padang city plays a strategic role in facilitating the exchange of ideas, such as sharing recipe ideas, formulating digital marketing strategies and utilizing customer feedback for business progress. A high level of education allows business owners to have better knowledge and cognitive skills in understanding, filtering and implementing more complex information. This supports the KBV Theory which emphasizes that knowledge is a unique resource that can become a sustainable competitive advantage. In the context of Culinary SMEs in Padang city, business actors with higher education will generally be more adaptive to

business developments and changes, so it is expected that they will be able to be more critical in evaluating strategies and creative in producing products that suit market tastes.

So it can be concluded that the implications that can be applied from the results of this study are the importance of empowering internal assets in the form of knowledge sharing in SME businesses. good implementation of knowledge sharing will be able to improve SME performance. The results of this study support research conducted by Wening, Haryono, and Harsono 2016, Anggito 2022 which states that knowledge sharing will have a significant impact on performance.

From the results of the significance value of innovative behavior obtained a value of 0.000 which is smaller than the alpha value of 0.05 so that the hypothesis (H2) is accepted, namely innovative behavior characterized by the presence of 1) product quality, 2) product variants and 3) product design (Kotler 2012) will improve business performance. has a significant influence on business performance. Based on the results of the characteristics of respondents obtained that SMEs have a workforce of 3 - 5 people, have a minimum of high school education. This means that respondents already have a stock of knowledge for how to manage their business effectively and efficiently so that they are able to absorb information so as to increase the ability to innovate to produce better products. The results of this study are also in line with research conducted by (Chichi 2023 ; Anggito 2022; Nurchayati 2020 ; Berliana and Arsanti 2018) which states that with

the right innovative behavior, SMEs will be able to survive in the face of an environment of innovation, obtain the expected results and will be able to improve business performance.

Based on the results of data processing, the significance value of entrepreneurial orientation is 0.226 which is greater than the alpha value of 0.05 and has a coefficient value of -0.086 so it can be concluded that entrepreneurial orientation has no effect on business performance. Entrepreneurial Orientation is a condition that tends individuals to innovate, be proactive, and willing to take risks to start or manage a business and entrepreneurial orientation will contribute to performance. This research is in line with research conducted by Hatta 2015, Suryaningsih 2019 and Mulyani 2015 that entrepreneurial orientation has a negative and insignificant effect on business performance. However, the results of this test are not in accordance with the results of previous research conducted by Chichi. Mega & Ilham 2024, Susanto, Abdullah 2019 ; Amarteifio 2020. The findings of the results of this study indicate that the variable values of entrepreneurial orientation and performance have not been able to explain the relationship between these variables.

The results showed that entrepreneurial orientation has no significant effect on the performance of SMEs Culinary Padang city can be caused by various factors such as limited human resources and managerial capabilities. From the characteristics of respondents obtained information that the majority of culinary SMEs in Padang city is managed by limited resources and high school education level so that entrepreneurial orientation such as risk-taking courage, proactive attitude has also not been carried out optimally. In addition, the condition of Padang City Culinary SMEs that are still homogeneous, namely with almost the same menu, causes product innovation carried out by business actors to be easily imitated and does not provide a competitive advantage. So that the entrepreneurial orientation owned by business actors has not been able to have a real impact on improving performance.

For the effect between variables simultaneously, a significance value of 0.000 is obtained which is smaller than the value of 0.005 so it can be concluded that knowledge sharing, innovative behavior and entrepreneurial orientation simultaneously have an influence on business performance. This is also in accordance with the R Square value obtained, which is 0.474, meaning that knowledge sharing, innovative behavior and entrepreneurial orientation have an influence of 47.4% on business performance while the other 52.6% is influenced by other factors not examined

in this study. Other factors that affect the performance of SMEs such as leadership, organizational culture, marketing, finance and others.

## CONCLUSION

This study confirms that knowledge sharing and innovative behavior play a role in improving the performance of culinary SMEs in Padang city. This is in line with RBV Theory and KBV Theory which emphasize that knowledge and innovation are strategic resources in a business. Knowledge sharing allows businesses to generate new ideas, improve products and adjust services to customer expectations. While innovative behavior will support business competitiveness through product diversification and product quality improvement.

This study found that entrepreneurial orientation does not affect the performance of culinary SMEs in Padang. This shows that entrepreneurial spirit alone is not enough without the support of managerial skills and applicable innovation capabilities. The results of this study are expected to encourage business actors and policy makers to focus on developing the human resource capacity of culinary SMEs in Padang, utilizing digital technology, and sustainable innovation.

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