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RESEARCH ARTICLE

THE INFLUENCE OF ORGANIZATIONAL CULTURE, DYNAMIC CAPABILITY, AND SOCIAL NETWORK ON COMPANY PERFORMANCE WITH ENTREPRENEURIAL ORIENTATION AS INTERVENING VARIABLE IN THE MEDIUM BUSINESS SNACK INDUSTRY IN EAST JAVA

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Abstract

The increasingly fierce dynamics of competition require medium business in snack industry in East Java to also improve themselves to be able to improve their performance, specifically because of its strategic position in contributing to the economy of East Java. The purpose of this research is to determine the effect of organizational culture, dynamic capability, and social network to company performance through entrepreneurial orientation. This research uses 245 medium business in snack industry as samples with random sampling method. Method of hypothesis testing uses structural equation model to test 10 hypotheses in this research. The result shows that organizational culture, dynamic capability, and social network influence significantly on entrepreneurial orientation. In addition, dynamic capability, social network and entrepreneurial orientation influence significantly on company performance. Meanwhile, organizational culture does not significantly influence on company performance.

Introduction:-

Today's economic and business dynamics are developing very fast, where competition is increasingly fierce. In this case, medium-sized businesses have a strategic role, because medium-sized businesses are a transition period that is a stepping stone for small businesses before becoming large-scale companies, so the problems faced by medium-sized businesses are far more complex when compared to small businesses (Anggraini & Nasution, 2017). One area that contributes significantly to Indonesia's national economy is East Java. One of the sub-sectors that has become the priority for the development of the East Java Provincial Government is the snack industry.

Further investigation shows that the value of new investment in the food and beverage processing industry for the period of 2014 - 2018 has experienced a period of stagnation with a tendency to decline. It also happened to the number of food and beverage processing business units in East Java has a downward trend. This shows that there are several business units that are not able to compete so they have to close their businesses and caused total number of business units decreased. This is due to domestic food and beverage products not competing with imported food and beverage products from abroad. This phenomenon became an interesting point for this study to identify factors that influence the performance of the food and beverage industry in East Java. However, the reality still shows that medium business are still trapped in a paradigm that still relies on physical resources to win competition, where many medium business still have not implemented good organizational and management systems so that they are unable to access information and knowledge adequately (Tambunan, 2010). This is also supported by the finding of

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Hafsah (2004) which states that the internal problems faced by medium business in Indonesia are in the limited quality of human resources and weak business networks.

Empirical study found that several factors influence business performance, namely organizational culture (Acar & Acar, 2012; Pinho & Prange, 2015), dynamic capabilities (Peng & Lin, 2017; Wilden & Gudergan, 2017; Torreset al, 2018), social network (Wang & Kim, 2017; Badriet al, 2017; Yang & Wang, 2017), entrepreneurial orientation (Jogaratnam, 2017; Miaoet al, 2017; Zacca & Dayan, 2018). Those four factors, if they are synergized together, can be a good way to foster performance of the food industry medium business in East Java.Therefore this study wants to examine the role of organizational culture, dynamic capability, social network, and entrepreneurial orientation to influence the performance of the snack food industry medium business in East Java.

Literature Review:-

Resource based view:

Resource Based View is the most widely accepted theory to explain the differences in performance of various existing companies (Newbert, 2007). Penrose (1959) states that a company is a collection of many resources. Resource Based View states that combinations of certain resources and capabilities that are valuable, rare, difficult to replicate and manageable can produce value creation (Wernerfelt, 1984; Barney, 1991). Resources are classified to be valuable, if these resources can increase the efficiency of the company. Resources can be classified to be rare if they are able to provide a competitive advantage for the company. Resources can be classified to be unimitated if these resources cannot be replicated by other parties and cannot be replaced by other resources (Armstrong and Shimizu, 2007; Wu et al., 2008).

Organizational Culture:

Organizational culture is a shared phenomenon in groups, organizational culture has visible and invisible characteristics, each member in the group trying to learn organizational culture and organizational culture changes slowly over time (Baumgartner, 2009). Organizational culture is a guideline on what matters important, how to evaluate what is good or bad (Owen et al., 2000). Leaders or managers have an important role in shaping and maintaining a culture within the organization (Andriopoulos, 2001). Organizational culture can be a source of competitive advantage because organizational culture is a high-value resource and is difficult for competitors to imitate because of its tacit and complex characteristics (Coyne, 1986).

Dynamic Capabilities:

Phatak (1998) states that the business environment develops very quickly and complex so that having resources is not enough. Therefore, companies must develop different capabilities to be able to utilize the resources they have (Prange and Verdier, 2011). This concept is the basis for dynamic capabilities. According to Teece (2014), the perspective of dynamic capabilies comes from the concept of Resources Based View and focuses on creating resources. Dynamic capabilities combined with good strategies are the key to success for companies to be able to maintain their continued performance, especially in a rapidly changing global environment.

Social Network:

According to Eiriz and Wilson (2006), the concept of social networks comes from the Social Exchange Theory. Social Exchange Theory explains the intangible exchange of resources, such as knowledge, information, status, friendship (Cropanzano and Mitchell, 2005; Liao, 2008). The concept of social network is also explained by Axelsson and Easton (1992) based on Social Exchange Theory where it is assumed that companies have an attachment to each other's resources so that the social network behavior of the company comes from inter-personal and inter-organizational relationships.

Entrepreneurial Orientation:

Entrepreneurship at the corporate level comes from the entrepreneurial orientation of the company through identifying market opportunities and creating resources to obtain these opportunities (Davidsson, et al, 2002; Hitt, et al, 2002). Miller (1983) defines companies that have entrepreneurial orientation as a company who are able to innovate and eager to take risks. According to Lumpkin and Dess (1996), entrepreneurial orientation is the tendency of companies to explore new market opportunities through attitudes - innovation, risk taking, proactiveness, competitive aggressiveness and autonomy attitudes. This definition is also used in various studies on entrepreneurial orientation (Mavrogiannis, et al, 2008; Huang Lin, et al, 2008; Ahmad, et al, 2010).

Company Performance:

Company performance is an important factor that is of concern to many managers because it is an indicator to assess the success of a company in implementing its strategy in achieving company goals (Werther et al., 1995; Sellani, 1994). Company performance is a multidimensional construct, which includes financial and non-financial dimensions (Wiklund and Shepherd, 2005). Financial measurement involves economic factors, while non-financial measurements, including market share, quality, satisfaction and market effectiveness. In addition, employee contributions also play an important role in the development and success of the organization. This study uses company performance indicators adopted from Al-Dhaafri and Al-Swidi (2016) which are developed from the measurement of the Balanced Scorecard, namely financial, customer, internal process, and learning and growth perspectives.

Relationship of Organizational Culture and Entrepreneurial Orientation:

According to Pelham & Wilson (1996), organizational culture determines the rules in the organization as a guideline for its members to act, so that culture can influence the orientation of a company, including entrepreneurial orientation. This was also confirmed by Berger (1993) that organizational culture is a conductor for entrepreneurial behavior. Engelen's research (2010) conducted in Germany and China shows that organizational culture is the most significant antecedent in influencing entrepreneurial orientation. This is supported by various other studies (Fayolle et al., 2010; Awwad & Ali, 2012; Laforet, 2016; Dirisu et al., 2018).Based on a review of the theory, hypothesis formulated in this research:

H1:

organizational culture has a significant effect on entrepreneurial orientation.

Relationship of Dynamic Capabilities and Entrepreneurial Orientation:

According to Helfat & Martin (2015), dynamic capabilities are needed by companies to create entrepreneurial orientation. Teece's (2007) study found that dynamic capability enables companies to obtain superior performance in the long run. Wu (2006) research conducted on technology-based companies in Taiwan shows that dynamic capability has a positive and significant effect on entrepreneurial orientation. Other research conducted by Monteiro, et al (2017) also found that dynamic capability has a positive and significant effect on entrepreneurial orientation. This is supported by various other studies (Alarcon, et al, 2017; Ortega, et al, 2017). Based on a review of the theory, hypothesis formulated in this research:

H2:

dynamic capability has a significant effect on entrepreneurial orientation.

Relationship of Social Network and Entrepreneurial Orientation:

Social networks can function as a mechanism for companies to look for new opportunities (Pfeffer, 1991) and engage in entrepreneurial processes (Manev, et al, 2005). Balkundi and Kilduff's (2006) study found that social networks of companies play an important role in enhancing company innovation so that companies can introduce new products earlier than other competitors. Gulati's research, et al (2000) found that social networks of company managers were able to strengthen the entrepreneurial orientation of the company. According to Alarcon, et al (2017), social networks have a significant effect on entrepreneurial orientation. This is supported by various other studies (Parveen, et al, 2016; Song, et al, 2017). Based on a review of the theory, hypothesis formulated in this research:
H3: social network has a significant effect on entrepreneurial orientation

Relationship of Organizational Culture and Company Performance:

Kotter & Heskett's (1992) study found that organizational culture has a significant effect on a company's financial performance in the long run. However, Sadri & Lees (2001) also found that a positive organizational culture can bring many non-financial benefits to the organization, thereby creating a competitive advantage for the company compared to other companies in the industry. According to Jogaratnam (2017), organizational culture has a significant effect on performance, both financial and non-financial. This was supported by various other studies (Valmohammadi & Roshanzamir, 2015; Husseina, et al., 2016 ; Laforet, 2016; Nazarian et al., 2017; Savović, 2017; Dirisu et al., 2018; Maamari & Saheb, 2018).Based on a review of the theory, hypothesis formulated in this research:
H4: organizational culture has a significant effect on company performance
H8 : entrepreneurial orientation mediates influence of organizational culture to company performance

Relationship of Dynamic Capabilities and Company Performance:

According to Griffith, et al (2016), companies that have dynamic capability will be able to integrate their knowledge resources so that they can produce better performance. Wang's research, et al (2007) found that dynamic capability has a significant effect on the company's performance in manufacturing industries because dynamic capabilities enable companies to respond to changes in the business environment quickly. Research by Robert &Grover (2011) shows that dynamic capability has a positive and significant effect on performance. This is supported by various other studies (Peng &Lin, 2017; Wilden &Gudergan, 2017; Torres, et al, 2018). Based on a review of the theory, hypothesis formulated in this research:

H5: dynamic capability has a significant effect on company performance.

H9 : entrepreneurial orientation mediates influence of dynamic capability to company performance

Relationship of Social Network and Company Performance:

Social networks can be beneficial for medium business in generating awareness, trust and reputation that are important to the performance of medium business (Gligorijevic & Leong, 2011). Collaboration between businesses is needed by medium business to reduce uncertainty in obtaining new opportunities that can improve performance (Acquaah &Eshun, 2010). Some studies show that through social networks, business owners can gain new experience and knowledge to be able to improve performance through increased operational capabilities (Leonidou, et al, 1998; Madsen &Servais, 1997). Neneh's research (2017) proves that social networks have a significant effect on performance. This is supported by various other studies (Badri, et al, 2017; Yang &Wang, 2017). Based on a review of the theory, hypothesis formulated in this research:

H6: social network has a significant effect on company performance

H10 : entrepreneurial orientation mediates influence of social network to company performance

Relationship of Entrepreneurial Orientation and Company Performance:

According to Miller (1983), the characteristics of companies that have entrepreneurial orientation, such as innovation, risk taking and proactivity, are needed by the company in achieving better performance. Entrepreneurial orientation can improve company performance if managed properly (Covin, et al, 2006). Several other studies also show that entrepreneurial orientation is the key to achieving long-term sustainable performance growth (Lumpkin &Dess, 1996; Shepherd &Wiklund, 2005). This is supported by various other studies (Perlines, et al, 2016; Daciêa, et al, 2017;). Several other studies also show that entrepreneurial orientation has a significant effect on performance, but negatively influences (Kropp, et al, 2006; Vázquez, et al, 2016). Meanwhile, fewer studies have shown that entrepreneurial orientation does not have a significant effect on performance (Villaverde, et al, 2013; Lisboa, et al, 2016). Based on a review of the theory, hypothesis formulated in this research:

H7: entrepreneurial orientation has a significant effect on company performance.

Research Methods:-

Population and Sample:

The population used in this study was medium business of the snack industry in East Java. In determining the sample in this study using several criteria, among others:

1. medium business have operated for at least 3 years.
2. medium business are located in Surabaya, Sidoarjo, Pasuruan, Gresik, and Mojokerto.

In order for the sampling to be representative of the population, this study uses the proportionate area sampling method, where this method takes a sample based on the proportional area in the population. Proportionate area sampling is one type of probability sampling technique. The sampling method in proportionate area sampling is used so that the heterogeneity of each element group is maintained, so that the characteristics of the sample can be similar to the characteristics of the population. Thus, the number of samples used in this study amounted to 245 companies with the following details:

Table 1:- Research Sample.

Region	Number of sample
Surabaya	$\frac{157}{634}$ x 245= 60.67 = 61 business
Sidoarjo	$\frac{225}{634}$ x 245= 86.95 = 87 business
Pasuruan	$\frac{140}{634}$ x 245 = 54.1 = 54 business

Gresik	$\frac{61}{634}$ x 245 = 23.47 = 23 business
Mojokerto	$\frac{51}{634}$ x 245 = 19.71 = 20 business
Total	245 business

Statistic Method:

The data analysis technique used in this study uses Structural Equation Models. The Structural Equation Models technique is used in this study because the technique is a set of statistical techniques that allow testing of a relatively complex set of relationships simultaneously. Data analysis in this study uses AMOS (Analysis of Moment Structure) software. The AMOS causal model shows the measurement of variables and is used to analyze and test the hypothesis model.

Findings:

Reliability Test:

Reliability test is used to show how the measuring instrument can provide relatively the same results if it is again measured on the same subject. The acceptable level of reliability is ≥ 0.7. Based on the table below, it can be seen that the reliability construct values are> 0.7 for all variables. Variance extracted shows that the value is> 0.5 so it can be concluded that the data passed the extracted variance test.

Table 2:- Construct Reliability Test.

Variable	Indicator	FL	FL^2	Error	Construct Reliability	Average Variance Extracted (AVE)
Organizational Culture (X1)	X1.1	0,685	0,469	0,531	0,847	0,582
	X1.2	0,735	0,540	0,460		
	X1.3	0,822	0,676	0,324		
	X1.4	0,803	0,645	0,355		
Dynamic Capability (X2)	X2.1	0,704	0,496	0,504	0,889	0,573
	X2.2	0,792	0,627	0,373		
	X2.3	0,748	0,560	0,440		
	X2.4	0,722	0,521	0,479		
	X2.5	0,783	0,613	0,387		
	X2.6	0,789	0,623	0,377		
Social Network (X3)	X3.1	0,744	0,554	0,446	0,866	0,523
	X3.2	0,578	0,334	0,666		
	X3.3	0,646	0,417	0,583		
	X3.4	0,699	0,489	0,511		
	X3.5	0,760	0,578	0,422		
	X3.6	0,876	0,767	0,233		
Entrepreneurial Orientation (Y1)	Y1.1	0,773	0,598	0,402	0,853	0,538
	Y1.2	0,740	0,548	0,452		
	Y1.3	0,758	0,575	0,425		
	Y1.4	0,742	0,551	0,449		
	Y1.5	0,648	0,420	0,580		
Company Performance (Y2)	Y2.1	0,859	0,738	0,262	0,901	0,535
	Y2.2	0,667	0,445	0,555		
	Y2.3	0,785	0,616	0,384		
	Y2.4	0,622	0,387	0,613		
	Y2.5	0,819	0,671	0,329		
	Y2.6	0,783	0,613	0,387		
	Y2.7	0,669	0,448	0,552		
	Y2.8	0,599	0,359	0,641		
	Critical value				≥ 0,70	≥ 0,50

Goodness of Fit Model:

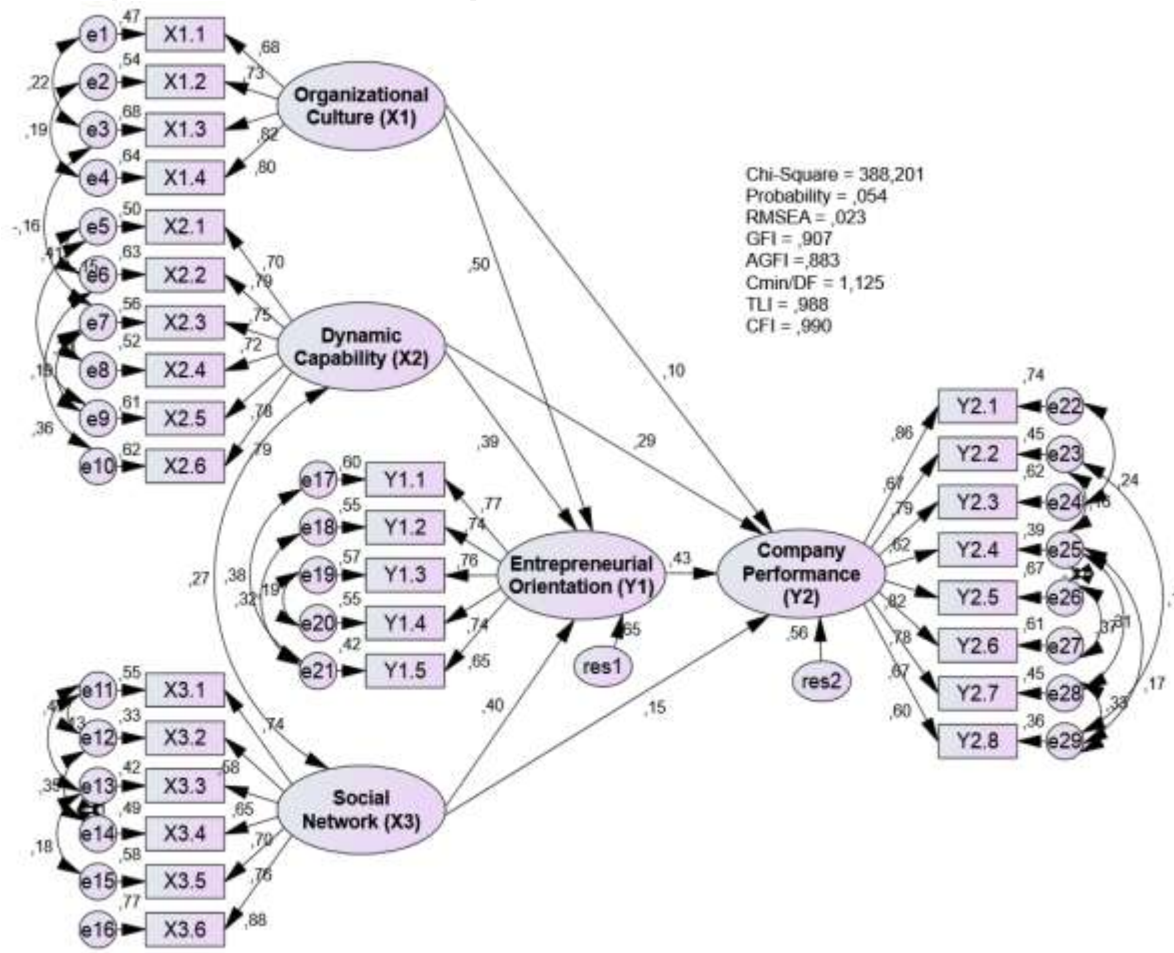
The theoretical model on the conceptual framework of the study is said to be fit if supported by empirical data. The results of testing the overall goodness of fit model, aim to find out whether the hypothesis model is supported by empirical data, given in Table below.

Goodness-of-fit-index	Cut-off Value	Result	Model Evaluation
Sig. Chi-square	≥ 0,05	0,054	Fit
RMSEA	≤ 0,08	0,023	Fit
GFI	≥ 0,90	0,907	Fit
AGFI	≥ 0,90	0,883	Marginal fit
CMIN/DF	≤ 2,0	1,125	Fit
TLI	≥ 0,95	0,988	Fit
CFI	≥ 0,95	0,990	Fit

The results of testing the goodness of fit criteria, only 1 criterion is marginal fit (AGFI), while the other criteria are fit (sig chi-square, RMSEA, GFI, CMIN / DF, TLI, and CFI). Thus, the structural model developed is good, so it can be stated that overall the proposed research model is fit. The research model can be said to be fit if there are 2 or more indices of goodness of fit fulfilling the requirements or good (Ferdinand, 2014).

Structural Equation Model:

Structural Equation Model for this research is presented as follow.



Hypotheses Testing:- Hypotheses testing for this research is presented as follow.

Hip.	Influence between variables	Std. Estimate	CR	Prob.	Explanation

H_1	Organizational Culture (X1)	→	Entrepreneurial Orientation (Y1)	0,502	6,680	0,000	significant
H_2	Dynamic Capability (X2)	→	Entrepreneurial Orientation (Y1)	0,391	5,844	0,000	significant
H_3	Social Network (X3)	→	Entrepreneurial Orientation (Y1)	0,398	6,040	0,000	significant
H_4	Organizational Culture (X1)	→	Company Performance (Y2)	0,100	1,158	0,247	Not significant
H_5	Dynamic Capability (X2)	→	Company Performance (Y2)	0,291	3,728	0,000	significant
H_6	Social Network (X3)	→	Company Performance (Y2)	0,149	1,991	0,046	significant
H_7	Entrepreneurial Orientation (Y1)	→	Company Performance (Y2)	0,428	3,486	0,000	significant
H_8	Organizational Culture (X1) → Entrepreneurial Orientation (Y1)	→	Company Performance (Y2)	0,093	3,086	0,002	significant
H_9	Dynamic Capability (X2) → Entrepreneurial Orientation (Y1)	→	Company Performance (Y2)	0,076	2,993	0,003	significant
H_{10}	Social Network (X3) → Entrepreneurial Orientation (Y1)	→	Company Performance (Y2)	0,086	3,015	0,002	significant

Discussion:-

Empirically, it proves organizational culture, dynamic capabilities, and social networking have a positive effect on entrepreneurial orientation. This template shows that implementation to improve organizational culture is by encouraging employees to be committed to their work, adapting to changes in the environment, having a clear perception of goals so that they can formulate steps to achieve them, and maintain cohesiveness among their members. Implementation to improve dynamic capabilities is to pay attention to macroeconomic factors, identify changing customer needs, utilize technology to develop business, commit to provide financial support to develop business opportunities, manage tangible assets properly, manage intangible assets properly. Furthermore, the implementation carried out to improve social networking is to build business relationships through suppliers, distributors, competitors, family, friends and social associations. The findings in this study indicate that organizational culture cannot directly influence business performance, but dynamic capabilities, social networking and entrepreneurial orientation can directly influence business performance. Organizational culture does not directly affect business performance because in order to create value, organizational culture must be translated into behavior or activities. This is consistent with the results of previous studies (Agbejule, 2011; Yesil & Rich, 2013; Harwiki, 2016; Valencia et al., 2016; Shanker & Bhanugopan, 2017).

The results of this study indicate that entrepreneurial orientation can act as a mediator for the influence of organizational culture, dynamic capabilities, and social networking on business performance. These results support Ketchen's (2007) study which states that the relationship between resources and performance is mediated by behavioral variables, namely entrepreneurial orientation. This is because resources will not be able to produce good performance if not translated first into an activity, process or behavior (Sirmon et al., 2011).

Conclusion:-

The conclusion of this research are as follow:

1. A medium-sized snack food business that has a conducive organizational culture will increasingly enhance the entrepreneurial orientation of the business. This supports previous research (Awwad & Ali, 2012; Laforet, 2016; Dirisu et al., 2018).

2. Medium-sized food industry businesses that have dynamic capabilities will increasingly enhance the entrepreneurial orientation of the business. This supports previous research (Alarcon et al., 2017; Ortega et al., 2017; Monteiro et al., 2017).
3. A medium-sized snack industry that has a wide social network will increasingly enhance the entrepreneurial orientation of the business. This supports previous research (Parveen et al., 2016; Alarcon et al., 2017; Song et al., 2017).
4. Organizational culture does not affect the performance of medium-sized snack food business in East Java This does not support previous research (Nazarian et al., 2017; Savović, 2017; Dirisu et al., 2018; Maamari & Saheb, 2018). This is because in order to create value, organizational culture must be translated into behavior or activities.
5. Medium-scale snack industry businesses that have dynamic capabilities will further enhance the performance of these businesses. This supports previous research (Peng & Lin, 2017; Wilden & Gudergan, 2017; Torres et al., 2018).
6. Medium-scale snack industry businesses that have extensive social networks will further enhance the performance of these businesses. This supports previous research (Wang & Kwei, 2017; Badri et al., 2017; Neneh, 2017; Yang & Wang, 2017).
7. Medium-sized snack food industries that have a strong entrepreneurial orientation will further enhance the performance of these businesses. This supports previous research (Cong et al., 2017; Jogaratnam, 2017; Miao et al., 2017; Zacca & Dayan, 2018).
8. This study found that there is an influence of entrepreneurial orientation in mediating the influence of organizational culture on the performance of medium-sized snack food industry in East Java. This supports previous research (Simpson et al., 2006; Zhang & Bruning, 2011; Spillecke & Brettel, 2013).
9. This study explains that dynamic capabilities can have an indirect effect on business performance and in this study it is evident that entrepreneurial orientation can mediate the effect of dynamic capabilities on performance. This supports previous research (Monteiro et al., 2017; Zacca & Dayan, 2018).
10. The effect of entrepreneurial orientation in mediating the influence of social networking on the performance of medium-sized snack food business in East Java. This supports previous research (Roxas & Chadee, 2013; Cong et al., 2017; Miao et al., 2017).

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