

Entrepreneurship of Operational Managers of Small Business Groups in Bogor District by Identifying the Strength of The Influence of Innovativeness, Organizational Culture and Job Satisfaction

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ABSTRACT

This study looks primarily at the impact of job happiness, organizational culture, and innovativeness on the entrepreneurship of operational managers of small business groups in Bogor Regency. By examining the impact of organizational culture and innovativeness on the entrepreneurship of operational managers and using work satisfaction as an intervening variable, this study seeks to enhance the entrepreneurship of these managers. In Bogor Regency Region 2, data from 270 operational managers of SMEs were gathered for this study. The results of this investigation provide credence to the theory that inventiveness directly benefits entrepreneurship. This study demonstrates how innovation fosters innovation in processes, products, services, and organizations, all of which positively and directly impact entrepreneurship.

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1. INTRODUCTION

In recent years, SMEs (Small, and Medium Enterprises) have developed rather quickly in Indonesia. The Ministry of Cooperatives and SMEs estimates that 64.2 million, small, and medium-sized businesses operated in Indonesia in 2020. Comparing this statistic to the prior year, there was an approximate 2.02% growth. SMEs in Indonesia continue to encounter a number of challenges, including restricted access to markets and finance, restricted access to information and technology, and regulatory concerns.

In the VUCA era, SMEs must contend with issues of volatility, uncertainty, complexity, and ambiguity. Due to these obstacles, SMEs find it challenging to decide on long-term plans, make judgments under duress, comprehend intricate business ecosystems, and evaluate the information that is readily available. SMEs are able to address these issues in a few ways. In order to adjust to the shifting corporate environment, people might first strengthen their digital abilities and understanding [1], [2]. In order to maintain their competitiveness, they can also expedite their business processes by utilizing technology [2]. Third, forming alliances and networks can assist SMEs in navigating the challenging business landscape and seizing fresh chances [3]. Ultimately, the maintenance of competitiveness in the market depends on the constant updating of corporate strategy. SMEs can prosper in the dynamic business environment and overcome the obstacles of the VUCA era by implementing these measures.

Small, and medium-sized enterprises (SMEs) have a lot of potential to grow in Bogor Regency, which is in the Indonesian province of West Java. Bogor Regency is the most populated regency in Indonesia, home to about 5.8 million people. The district is made up of 40 sub-districts and has an area of about 3,663.85 km². The regency is situated in the region that separates DKI Jakarta from West Java Province to the south and

Sukabumi Regency and Tangerang Regency to the west.

The Central Statistics Agency (BPS) reports that Bogor Regency has shown a growth in SMEs annually. There were approximately 362,046 MSME business units in 2017 and approximately 373,413 MSME business units in 2018. A rise in SMEs' proportion to Bogor Regency's Gross Regional Domestic Product (GRDP) coincided with an increase in their number. SMEs made up about 61.17 percent of the Gross Regional Product (GRDP) in the Bogor Regency in 2019. Furthermore, Bogor Regency persists in promoting the growth of SMEs through an array of initiatives, including mentoring and training programs for SME representatives, granting financial access, and aiding in the promotion of SME goods. This is anticipated to boost regional economic growth and make SMEs in Bogor Regency more competitive.

Bogor Regency's MSME sector has a lot of potential. According to information provided by the Bogor Regency Cooperative and SME Agency, there were around 91,000, small, and medium-sized businesses (SMEs) in the regency in 2020, employing about 216,000 people overall. MSMEs can be found in Bogor Regency in a variety of industries, including trade, services, manufacturing, and agriculture. Products from Bogor District SMEs that are in high demand include apparel, food and drink, handicrafts, and agricultural goods including fruits and vegetables. The Bogor District Government has worked to support SMEs in a number of ways, such as by providing financing, market development, training and business assistance programs, and easier access to innovation and technology. Furthermore, the government has established SME centers in several locations within Bogor District, including the Cibinong Small Industry Center, the Ciawi Batik Industry Center, and the Ciampea Creative Industry Center. The community and government should continue to provide the necessary support to help the SME sector in Bogor Regency grow so that it can contribute more to the economic development of the region and the country.

Ensuring effective and efficient operational activities in SMEs is the responsibility of SME operations managers. This includes staff management, inventory management, spending and sales monitoring, marketing strategy development, and regulatory compliance [4]–[6]. SME operations managers have to prioritize and multitask in order to effectively communicate with employees, clients, suppliers, and business partners due to resource constraints [6]. To increase operational efficiency, they need to make use of information systems and technology. An operations manager for a small to medium-sized business should be aware of current developments in the sector and make a consistent effort to raise the caliber of their offerings [7].

Research by [8]–[10] demonstrates the strong and favorable impact that entrepreneurship has on innovation. Innovation is also influenced by organizational culture; research by [11]–[13] indicates that an innovative workplace would have a positive culture. Furthermore, studies by [14], [15] have demonstrated a favorable and significant relationship between job satisfaction and creativity. According to these results, job happiness, organizational culture, and entrepreneurship all play significant roles in fostering innovation in businesses. Sadly, the abstract does not include Saiful Haq's research findings regarding the connection between creativity and work satisfaction. derived from a number of issues that have been identified and previously mentioned that illustrate phenomena connected to the issue of entrepreneurship. This problem's limitation stems from the specialization in Management Science courses, particularly in the area of Human Resource Management, where factors such as organizational culture and innovativeness act as independent variables, while job satisfaction factors act as intervening variables. These factors must be examined in order to determine how they affect the dependent variable of entrepreneurship.

2. LITERATURE REVIEW

Each quote from the book is cited in the text, and cite the source in the bibliography. In-text citations are written like this: (Author's last name, year: page) or (Author's last name, year) for the source of the book. While citations for online sources are written like this: (Last name of author/ editor/ institution, year of posting).

2.1 *Entrepreneurship*

The act of forming new companies or schemes is known as entrepreneurship, and it is motivated by certain intentions or behaviors. It includes elements like value creation, innovation, new offerings, new methods of working, exploratory behavior, ongoing learning, and method development [16]. When employees act entrepreneurially, it means they are breaking with convention and being creative and proactive in looking for chances for their organizations [6]. It entails establishing and recognizing new connections as well as starting the basic dynamics that propel already-existing markets. Independent actions and practices in a variety of categories, along with the creative application of resources to recognize and seize opportunities, are further characteristics of entrepreneurship. Its components include the need for competition, professional autonomy, sustainability, economic necessity, and the desire for personal growth. Entrepreneurship also entails idea generation, opportunity assessment, inventiveness, persistence, self-efficacy, and goal setting [17], [18]. It is distinguished by its innovative, free-spirited, and competitive edge.

2.2 *Innovativeness*

The process of developing and putting new concepts and methods into action is known as innovation. It includes a range of factors that affect the result. Product innovation, which involves developing new products or refining existing ones, process innovation, which focuses on updating work schedules and coming up with new techniques, service innovation, which aims to enhance service facilities and make use of information technology, business innovation,

which entails enhancing skills and fostering professionalism, and organizational innovation, which concentrates on enhancing work arrangements and entrepreneurial competencies, are some of these dimensions [9], [10]. These dimensions draw attention to several facets of innovation and underscore the significance of taking into account a range of variables while seeking new solutions.

2.3 Organizational Culture

The common values, concepts, customs, and practices that set one organization apart from another are referred to as organizational culture [11]. It is impacted by traits including assertiveness, stability, attention to detail, result-orientation, individual and team orientation, inventiveness, and risk-taking daring [19], [20]. These factors influence how staff behave and how management makes decisions. For the organization as a whole, its members, and the managers in charge of overseeing it, organizational culture is crucial. It can have an impact on organizational dedication as well as organizational performance [21], [22]. When it comes to establishing, preserving, and altering organizational culture, managers are essential. But changing an organization's culture can be difficult, particularly when it comes to safety. Safety actions can be impeded and an unsafe environment can be created by a blaming culture and a fear of reporting accidents. A thorough motivational taxonomy can offer a practical method for comprehending organizational culture and its effects.

2.4 Job Satisfaction

Work satisfaction refers to an individual's attitude towards their work, which can be impacted by various aspects like their compensation, job responsibilities, prospects for advancement, supervision, and peers [23]–[26]. It also has to do with achieving significant values in one's career and workplace. Customer satisfaction, staff performance, and productivity can all benefit from job satisfaction. Work-related stress and pressure are two factors that might impact job satisfaction, with work-related pressure

having a major impact. In general, since it affects employee morale, motivation, and overall job performance, job satisfaction is important for both corporations and their workforce.

3. METHODS

This research will be conducted on Operational Managers of Small Business Groups that have a NIB (Business Identification Number) assisted by the Office of Cooperatives and MSMEs in Bogor Regency Region 2 (Cariu, Cileungsi, Gunungputri, Suka Makmur, Tanjung Sari and Jonggol Districts). This research began in August 2022 and lasted until February 2023. The focal point of the researcher's attention is the research variable, or something that is a construct that can produce varying features and properties. Based on this point of view, the focus of this research is on job satisfaction, organizational culture, innovation, and entrepreneurship. As can be seen below, the research design is organized around the research hypotheses:

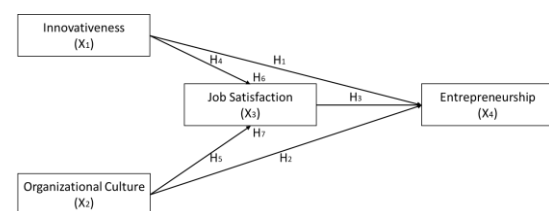


Figure 3.1 Research Design

The research methodology used in this research is descriptive and verification or causal in nature. This research aims to explain the characteristics of the research variables and find the cause or causal relationship of one or more problems. The population of this study consists of operational managers of small business groups in region 2 of Bogor Regency, specifically in the Cariu, Chile, Gunungputra, Suka Makmur, Tanjung Sari, and Jonggol sub-districts, who have a NIB (Business Identification Number). The total population is 828 people. The sampling technique used is proportional random sampling, which ensures that the sample represents the population. The number of

population samples with a margin of error of 5% can be calculated using the Slovin formula.

3.1. Data Collection Technique

The main research instrument used in this study was a questionnaire, including instruments for entrepreneurship, innovation, organizational culture, and job satisfaction. A Likert scale with five answer options was used to measure entrepreneurship, job satisfaction, and organizational culture instruments, with operational manager respondents. A Rating Scale with five answer options was used to measure the innovation instrument, with respondents being MSME business owners.

3.2. Data Analysis

For every variable, a single description of the data was obtained using descriptive statistics, which included measures of variability (standard deviation, range) and central tendency (mean, median, mode). To further illustrate the data, frequency tables and histogram graphs were employed. Many statistical approaches, such as correlation analysis, simple linear regression, and multiple regression, were employed to assess the requirements of the analysis, such as homogeneity of variance and normality of standard error estimates. The normality of the data was examined using tests of normality, more especially the One Sample Kolmogorov Smirnov Test. Using methods like Bartlett's test, homogeneity tests were performed to ascertain how homogeneous the population data was. With the variable scores, the regression equation's significance and linearity were examined, and the findings were entered into the ANOVA list. A model's variable relationships were examined using path analysis [27].

4. RESULTS AND DISCUSSION

4.1 Data Description

By investigating the impact of organizational culture and innovation on the entrepreneurship of operational managers and using work satisfaction as an intervening variable, this study seeks to enhance the entrepreneurship of these managers.

Organizational culture, inventiveness, job happiness, and entrepreneurship are among the variables included in this study. 270 operational managers of SMEs in Bogor Regency Region 2 provided the data. The entrepreneurship indicators with the highest mean scores, according to the study, were: creativity (3.49), actualization need to achieve (3.89), self-efficacy (3.8), goal setting (3.83), internal locus of control (3.87), capitalizing own business (3.8), owning own business (3.53), high energy level (4.1), self-confidence (3.95), and flexibility (3.74). The work itself, pay, prospects for growth, supervision, and coworkers all received average values of 3.73, 3.48, 3.73, 3.76, and 3.5, respectively, indicating a rather high job satisfaction variable in this study. The mean ratings for the several categories of innovation are as follows: Organizational Innovation - 3.47, Process Innovation - 3.39, Service Innovation - 3.35, and Product Innovation - 3.44. The organizational culture variable (X2) has the following average scores for its indicators: Risk-taking and innovation: 3.79; meticulousness: 3.96; results orientation: 3.9; people orientation: 3.83; team orientation: 3.92; aggression: 3.58; stability: 3.84.

4.2 Data Normality Test

Normality testing is used to determine if a data distribution is normal or not. This data is critical to understanding how accurate the statistical test selection procedure is. The distribution of the data used in parametric testing must be normal. To verify that the data were normal, SPSS 21 was utilized in conjunction with the One Sample Kolmogorov Smirnov Test. The variable scores meet the One Sample Kolmogorov-Smirnov Test criteria if the variable's significance level is higher than 0.05, which indicates that the data are regularly distributed. The results of the One-Sample Kolmogorov-Smirnov Test indicate that the Entrepreneurship variable's data distribution is normally distributed (Asymp. Sig. = 0.170). Asymptotic Sig. = 0.344 indicates that the Job Satisfaction variable's data distribution is also normally distributed. Furthermore, a normal distribution is demonstrated to be followed

by the data for the Innovativeness variable (Asymp. Sig. = 0.173). Asymptotic Sig. = 0.435 indicates that the Organizational Culture variable's data distribution is also normally distributed.

4.3 Homogeneity Test

The homogeneity of population data is ascertained using the variance homogeneity test. For this test, research data was grouped according to the factors that were examined: job satisfaction (Y), entrepreneurship (Z), innovativeness (X1), organizational culture (X2), and job satisfaction (X2). Using the Bartlet technique, the variance homogeneity test was conducted. A sig value of more than 0.05 indicates that the variance is homogeneous.

Sig value = 0.165 is displayed in the results. As a consequence, it can be said that the Innovativeness variable with Entrepreneurship (Z) displays homogenous data since the Homogeneity test findings indicate that the degree of significance is 0.165 < 0.05.

A sig value of 0.157 is displayed in the data. As a result, it can be said that the Organizational Culture variable with Entrepreneurship displays homogeneous data since the Homogeneity test findings indicate that the degree of significance is 0.157 > 0.05. Sig value = 0.738 is displayed in the results. As a result, it can be said that the variable Job Satisfaction with Entrepreneurship displays homogeneous data because the Homogeneity test findings indicate that the degree of significance is 0.738 > 0.05.

4.4 Linearity Test

The purpose of the linearity test is to ascertain whether or not the dependent variable score distribution with the independent variable follows a linear pattern. If the significance result in the linearity test is more than 0.05, the dependent and independent variables are considered to have a linear relationship.

The significant value, according to the findings of the linearity test, was 0.489. The significant level of 0.489 > 0.05 in the linearity

test results indicates a linear association between innovativeness and entrepreneurship. The important number is 0.584. A linear trend in organizational culture and entrepreneurship is indicated by the linearity test results, which reveal that the significance threshold is 0.584 > 0.05. The important number is 0.288. The results of the linearity test indicate that there is a linear pattern for work satisfaction with entrepreneurship within the significance threshold (0.288 > 0.05). The important number is 0.338. The findings of the linearity test indicate that the Innovativeness Variable and the Job Satisfaction Variable have a linear connection, with a significance degree of 0.338 > 0.05. There is a linear relationship between work satisfaction factors and organizational culture, according to the results of the linearity test, where the degree of significance is 0.209 > 0.05.

4.5 Substructure Analysis

In this section, the influence of Innovativeness and Organizational Culture on Job Satisfaction is analyzed, namely the equation of sub structure 1:

Table 1. Output of Sub Structure Analysis 1

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	34,225	6,537		5,236	,000
INNOVATIVENESS (X1)	,085	,026	,168	3,236	,001
ORGANIZATIONAL CULTURE (X2)	,566	,056	,523	10,070	,000

a. Dependent Variable: JOB SATISFACTION (Y)

Based on the results of the analysis of sub-structure 1 as shown in the table above, each value is obtained: (1) $\beta_{Y \times 1X1}$ = Beta = 0.168 (t = 3.236 > t table = 1.650 and significance level (sig.) 0.001). (2) $\beta_{Y \times 2X2}$ = Beta = 0.523 (t = 10.070 > t table = 1.650 and significance level (sig.) 0.000).

The analysis results show that all path coefficients are significant with a probability value (sig.) of 0.000 < 0.05, thus the influence model of sub-structure 1 (X1 and X2 on Y). Thus, the structural equation for sub-

structure 1 is $Y = 0.168 X_1 + 0.523 X_2$. The results in table 4.27 show that the path coefficient value of Innovativeness on Job Satisfaction is $\beta_{yx1X1} = 0.168$ and the known path coefficient of Organizational Culture on Work Motivation is $\beta_{yx2X2} = 0.523$.

As for the coefficients of other factors that affect Job Satisfaction besides Innovativeness and Organizational Culture are as follows $\epsilon_1 = \sqrt{1 - 0.362} = 0.798$ so that the equation function of sub structure 1 is $Y = 0.168X_1 + 0.523X_2 + 0.798\epsilon_1$. The coefficient of determination of 0.357 means that Innovativeness and Organizational Culture contribute 35.7% to Job Satisfaction while the remaining 64.3% is influenced by other factors not examined in this study. Furthermore, still based on the results of table 1, from the results of the table above, it is known that the value of X_1 and X_2 to Y is known $\beta_{YX1} = 0.168$ and $\beta_{Yx2} = 0.523$ and $\epsilon_1 = 0.798$ so that these results can be depicted on the path diagram.

Table 2. Regression Equation Test Results

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Sig. F Change
					R Square Change	F Change	df1	df2	
1	,602 ^a	,362	,357	12,410	,362	75,742	2	267	,000

a. Predictors: (Constant), Innovativeness (X1), Organizational Culture (X2)

A probability value (sig.) of $0.000 < 0.05$ is presented in the table above; therefore, the regression equation $Y = 0.168 X_1 + 0.523 X_2$ is significant. The results of this examination validate the applicability of the equation.

4.6 Substructure 2 Analysis

In this section, the effect of Innovativeness, Organizational Culture, and Job Satisfaction simultaneously on Entrepreneurship is analyzed, the equation of sub structure 2 is:

Table 3. Output of Sub Structure 1 Analysis

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	12,753	5,222		2,442	,015
INNOVATIVENESS (X1)	,099	,020	,208	4,845	,000
ORGANIZATIONAL CULTURE (X2)	,555	,050	,546	11,039	,000
JOB SATISFACTION (Y)	,161	,047	,171	3,454	,001

a. Dependent Variable: ENTREPRENEURSHIP (Z)

Based on the results of the analysis of sub-structure 2 as shown in the table above, each value is obtained: (1) $\beta_{Zx1X1} = \text{Beta} = 0.208$ ($t = 4.845 > \text{table} = 1.650$ and significance level (sig.) 0.000). (2) $\beta_{Zx2X2} = \text{Beta} = 0.546$ ($t = 11.039 > \text{table} = 1.650$ and significance level (sig.) 0.000). (3) $\beta_{ZY} = \text{Beta} = 0.171$ ($t = 3.454 > \text{table} = 1.650$ and significance level (sig.) 0.000). The analysis results show that all path coefficients are significant with a probability value (sig.) $0.000 < 0.05$, thus the influence model of sub-structure 2 (X_1, X_2 , and Y on Z). Thus, the structural equation for sub-structure 1 is $Z = 0.208 X_1 + 0.546 X_2 + 0.171Y$.

The results in table 3 show that the path coefficient value of Innovativeness on Entrepreneurship is $\beta_{zx1X1} = 0.208$, the known path coefficient of Organizational Culture on Entrepreneurship is $\beta_{zx2X2} = 0.546$, and the known path coefficient of Job Satisfaction on Entrepreneurship is $\beta_{zy} = 0.171$. As for the coefficient of other factors affecting Entrepreneurship other than Innovativeness, Organizational Culture, and job satisfaction is as follows $\epsilon_1 = \sqrt{1 - 0.582} = 0.646$ so that the equation function of sub structure 2 is $Z = 0.208X_1 + 0.546X_2 + 0.171Y + 0.646\epsilon_1$. The coefficient of determination of 0.577 means that Innovativeness, Organizational Culture, and Job Satisfaction contribute 57.7% to Entrepreneurship while the remaining 42.3% is influenced by other factors not examined in this study. Furthermore, based on the results of table 3, the values of X_1, X_2 and Y with Z are known $\beta_{ZX1} = 0.208, \beta_{Zx2} = 0.546$, and $\beta_{Zy} = 0.171$ and $\epsilon_2 = 0.646$.

Table 4. Regression Equation Test

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.763 ^a	.582	.577	9,441	.582	123,465	3	266	.000

a. Predictors: (Constant), JOB SATISFACTION (Y), INNOVATIVENESS (X1), ORGANIZATIONAL CULTURE (X2)

The probability value (sig.) for the regression equation $Z = 0.208 X1 + 0.546 X2 + 0.171Y$ is 0.000, less than 0.05, as shown in the table above. This check validates the applicability of the equation. After the direct effects of each independent variable on the dependent variable in the initial and subsequent regression equations were determined, the indirect effects of Job Satisfaction (Y) and Organizational Culture (X2) on Entrepreneurship (Z) through Innovativeness (X1) and Organizational Culture (X2) were calculated.

4.7 Sobel Test

Indirect Influence of Innovativeness on Entrepreneurship through Job Satisfaction

As can be seen in the accompanying table, the regression coefficient between innovativeness and job satisfaction is 0.175, with a standard error of 0.029 and a significance level of 0.000." Furthermore, there is a regression coefficient of 0.430 for job satisfaction, along with a standard error of 0.048 and a significance level of 0.000. It was discovered that there was a substantial indirect relationship—mediated by job satisfaction—between the variables measuring innovativeness and entrepreneurship. Based on the computation above, $Z_{count} = 5.00 > Z_{table} = 1.65$, with $\alpha = 0.00$ as the significance threshold. Thus, either H_0 is rejected or Job Satisfaction can operate as a mediator between Innovation and Entrepreneurship.

Indirect Effect of Organizational Culture on Entrepreneurship through Job Satisfaction

According to the table above, the regression coefficient between organizational culture and work satisfaction is 0.628, with a standard error of 0.054 and a significance level

of 0.000. Moreover, the Job Satisfaction variable has a regression coefficient of 0.205, a significance level of 0, and a standard error of 0.048. Thus, the variable of organizational culture has a significant indirect effect on entrepreneurship through the mediation of job satisfaction. Based on the computation above, $Z_{count} = 4.00 > Z_{table} = 1.65$, with $\alpha = 0.00$ as the significance threshold. Therefore, H_0 is rejected or Job Satisfaction can mediate between Entrepreneurship and Organizational Culture.

4.8 Hypothesis Testing

Supervisors of MSMEs in the Small Business Group (H1). The path coefficient value was determined using $\beta = 0.208$ based on the computation results. A tcount of 4,845 and a ttable of 1,650 ($p < 0.01$) were obtained when the meaning of the coefficient was tested. $T_{count} > t_{table}$ is the result of the calculation, as indicated by the results displayed in the above table. Upon H_0 's rejection and H_1 's acceptance, it can be inferred that innovativeness directly and significantly positively impacts entrepreneurship.

Operational managers of small business group MSMEs have a positive direct impact on organizational culture on their entrepreneurial endeavors (H2). The second hypothesis was explored in order to determine how directly organizational culture affects entrepreneurship. The path coefficient value with $\beta = 0.546$ was obtained from the calculation results to test the hypothesis that organizational culture has a positive direct effect on entrepreneurship. Tcount of 11.039 and Ttable of 1.650 were the findings of analyzing the coefficient's meaning. $T_{count} > t_{table}$ is the result of the calculation, as indicated by the results displayed in the above table. Upon H_0 's rejection and H_1 's acceptance, it can be inferred that Organizational Culture significantly and positively influences Entrepreneurship.

Operational Managers of MSMEs in the Small Business Group Have a Positive Direct Impact of Job Satisfaction on

Entrepreneurship (H3). The third hypothesis was explored in order to determine how directly job satisfaction affects entrepreneurship. In order to determine whether or not entrepreneurship is positively impacted by job satisfaction, the path coefficient value with $\beta = 0.171$ was found from the computation results. A t -count of 3.454 and a t -table of 1.650 were found when the meaning of the coefficient was tested. $T_{count} > t_{table}$ is the result of the calculation, as indicated by the results displayed in the above table. Consequently, it can be said that there is a substantial positive direct relationship between job satisfaction and entrepreneurship because H_0 is rejected and H_1 is approved.

Operational managers of MSMEs in the Small Business Group report higher levels of job satisfaction when they are innovative (H4). The fourth hypothesis was evaluated, which examined the relationship between innovativeness and job satisfaction. The fourth statistical hypothesis to be examined is whether innovativeness positively and directly affects job satisfaction. The t -count is 3.236 and the t -table is 1.650 based on the findings of the test to determine the meaning of the coefficient. $T_{count} > t_{table}$ is the result of the calculation, as indicated by the results displayed in the above table. Upon rejection of H_0 and acceptance of H_1 , it can be inferred that innovativeness positively and directly affects job satisfaction.

Operational managers' job satisfaction with MSMEs in the Small Business Group is positively impacted by organizational culture (H5). The fifth hypothesis was examined, which looked at the relationship between organizational culture and job satisfaction. The sixth statistical hypothesis examined is the following one, which aims to determine whether Organizational Culture positively influences Job Satisfaction directly: The route coefficient value of $\beta = 0.523$ is derived from the computation results. T_{count} of 10.070 and t_{table} of 1.650 were the outcomes of analyzing the coefficient's meaning. $T_{count} > t_{table}$ is the result of the calculation,

as indicated by the results displayed in the above table. It follows that since H_1 is approved and H_0 is refused, it can be said that organizational culture significantly and directly improves job satisfaction.

Through the operational managers of the MSMEs small business group's job satisfaction, innovativeness has a positive indirect effect on entrepreneurship (H6). The indirect impact of innovation in entrepreneurship through job satisfaction was examined in the sixth statistical hypothesis test, which was conducted as follows: With a significance value of 0.000 and an indirect impact calculation result of 0.028 based on table 4.41 data, H_6 is approved and H_0 is refused. Innovativeness has a beneficial impact on entrepreneurship through the mediation of job happiness.

The job satisfaction of operational managers of small business groups SMEs is a positive indirect effect of organizational culture on entrepreneurship (H7). The indirect impact of organizational culture on entrepreneurship through job satisfaction was examined in the seventh statistical hypothesis test, which was conducted as follows: With a significance level of 0.000, the indirect impact calculation based on the results of the above table yields a result of 0.093, rejecting H_0 and accepting H_7 . Through job satisfaction as a mediator, organizational culture has a beneficial impact on entrepreneurship.

Discussion

The study's first hypothesis is that innovativeness positively and directly influences the entrepreneurial activity of SMEs operational managers. The results of the path coefficient calculation, which are presented in this paper, show that innovativeness has a considerable positive direct effect on entrepreneurship. Research showing comparable evidence of a beneficial relationship between innovativeness and entrepreneurship supports the findings of the conducted research. According to research [9], [10], the findings validate the study's initial premise, which holds that innovation has a beneficial impact on entrepreneurship. From the foregoing, it can be inferred that

innovation contributes to product, service, process, and organizational innovation, all of which have a direct and beneficial influence on entrepreneurship.

The study's second premise is that organizational culture positively affects MSME operational managers' entrepreneurial endeavors. The study's conclusions show the outcomes of the computation of organizational culture's favorable direct influence on entrepreneurship. The t -count value indicates that there is a significant positive direct effect of organizational culture on entrepreneurship. The findings of the investigation are corroborated by earlier studies from [28], [29]. From this, it can be inferred that Organizational Culture contributes to innovation and risk-taking, attention to detail, result orientation, people orientation, team orientation, aggressiveness, and stability, all of which have a positive direct impact on entrepreneurship.

According to the third hypothesis, work satisfaction and the entrepreneurial spirit of MSME Operational Managers are positively correlated. According to the study's findings, there is a strong positive direct influence of job happiness on entrepreneurship and a positive direct association between job satisfaction and entrepreneurial spirit. Prior research provides support for the findings of the current study [15], [30]. Based on the aforementioned, it can be inferred that indications of the work itself, salary, opportunity for advancement, supervision, and colleagues all contribute to job satisfaction, which in turn positively affects entrepreneurship.

The study's fourth hypothesis, which asserts that innovativeness positively and directly affects job happiness among MSME operational managers, shows that innovativeness has a good effect on job satisfaction. It is clear from the value of t -count $>$ t -table that innovativeness significantly positively and directly affects job happiness. Prior study provides support for the findings of the conducted research [26], [31]. From the aforementioned, it can be inferred that innovativeness, as measured by

the contributions of organizational, process, product, and service innovation indicators, directly improves job satisfaction.

The fifth hypothesis posits that there exists a positive correlation between organizational culture and work satisfaction among MSME operational managers. Specifically, jobs with positive job satisfaction are positively impacted by organizational culture. The value of t -count $>$ t -table, $10.070 > 1.650$, or a sig value of $0.000 < 0.05$, thus, indicates that there is a significant positive direct effect of organizational culture on job satisfaction. Previous study from [32]–[34] provides support for the findings of the conducted research. Based on the aforementioned, it can be said that organizational culture contributes to indicators of innovation and risk-taking, attention to detail, result orientation, people orientation, team orientation, aggressiveness, and stability, all of which have a positive direct impact on job satisfaction.

According to the sixth hypothesis of this research, operational managers of MSMEs who are happy in their jobs have a significant beneficial indirect impact on entrepreneurship through innovativeness. The direct impact path coefficient is larger than the indirect effect path coefficient in the comparison above, indicating that the work satisfaction variable is not a beneficial intervening variable. Previous study from [35], [36] provides support for the findings of the conducted research. From the foregoing, it can be inferred that innovativeness fosters job happiness, which in turn has a favorable indirect effect on entrepreneurship. But as a mediator between the variables of innovativeness and entrepreneurship, the work happiness variable is ineffective.

The study's seventh hypothesis claims that operational managers' work satisfaction in MSMEs indirectly affects organizational culture and entrepreneurship. The contrast above, where the direct effect path coefficient is bigger than the indirect effect path coefficient, demonstrates that the work satisfaction variable does not effectively serve as an intervening variable. Previous

study from [37]–[39] provides support for the findings of the conducted research. From the foregoing, it may be inferred that job happiness, a byproduct of organizational culture, influences entrepreneurship indirectly. The work satisfaction measure, however, is ineffective when used as a mediator between the variables related to organizational culture and entrepreneurship.

Implications

Operational managers of micro, small, and medium-sized businesses (SMEs) benefit greatly from increased innovation in terms of their entrepreneurship. Operational managers' propensity to engage in entrepreneurial activities in SMEs can be raised by enhancing organizational culture in areas like innovation and risk-taking, attention to detail, and outcomes orientation. Among operational managers of SMEs, increasing job satisfaction can boost entrepreneurship. To that end, measures to increase job satisfaction should be taken, taking into account elements like the work itself, pay, opportunities for advancement, supervision, and coworkers. The positive impact of innovation on job happiness is noteworthy, and it is recommended to use innovation, especially in the area of process innovation, to enhance job satisfaction. In order to boost job satisfaction and entrepreneurship among operational managers of SMEs, efforts should be made to develop organizational culture, which has a strong indirect influence on entrepreneurship through job satisfaction. Without requiring an increase in work satisfaction, innovation can directly boost entrepreneurship. In a similar vein, corporate culture can enhance entrepreneurship directly without requiring an increase in work satisfaction.

Limitations

The conducted study was not without its flaws. To begin with, the only variables that are the focus of this study are job happiness, organizational culture, and innovation in relation to operational manager entrepreneurship. Consequently, the results are limited to the ways in which these three criteria influence operational managers'

entrepreneurship. In order to obtain a more comprehensive comprehension of the factors that impact operational manager entrepreneurship, it is recommended to consider supplementary variables such as personality, leadership style, work environment, and organizational atmosphere. Second, this study exclusively includes operational managers of small businesses that provide direct community services. The results are therefore restricted to this specific group of people. To have a broader impact, future research should include operational managers of medium-sized and micro-SMEs enterprises. Thirdly, if this study had been conducted in other regions instead of just one, the results would have been more thorough. Finally, the theories that guide this study are up to date and subject to change. Future research on the topic should take into consideration current theories.

5. CONCLUSION

Based on the research findings, efforts have been made to enhance the entrepreneurship of SME operational managers in Bogor Regency. The first finding is that innovation has a substantial and positive influence on entrepreneurship, suggesting that fostering innovation will improve the entrepreneurship of MSME operational managers in Bogor Regency. Furthermore, it has been observed that entrepreneurship is positively impacted by organizational culture, indicating that enhancing organizational culture may enhance the entrepreneurship of operational managers of MSME's. Thirdly, entrepreneurship is positively correlated with job satisfaction, suggesting that raising job satisfaction can boost the entrepreneurial activity of MSME operational managers. Fourth, there is a strong positive correlation between innovativeness and job satisfaction, suggesting that operational managers of MSME's might have higher job satisfaction through enhancing their innovativeness. Fifth, there is evidence that job satisfaction is positively correlated with organizational

culture, indicating that operational managers of MSME's would find their job satisfaction to be higher with stronger organizational culture. Finally, job satisfaction serves as an

indirect measure of how corporate culture and innovation affect entrepreneurship, even though it is not a very useful intervening variable.

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