

# Diagnosis & Analysis of Intrapreneurship Based Professionalism of Bridging the Culture Gap Innovation Theory of Importance Performance analysis

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# Diagnosis and Analysis of Intrapreneurship Based Professionalism to Bridging the Culture Gap Innovation Approach the Theory of Importance Performance Analysis (IPA)

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**ABSTRACT** - This study aims to analyze how the attitude of the entrepreneur orientation of the company's employees auxiliaries (EOS) and Attitude Entrepreneur Leadership (ELQ) employees of the target company are analyzed with IPA (Importance Performance Analysis). The samples are employees who also have a business as a target of PT Perkebunan Nusantara IX with nonprobability sampling techniques. The analytical tool used is Structural Equation Modeling (SEM). There were 200 respondents who participated in this study, but the number of questionnaires eligible to be processed as many as 190 questionnaires. The data obtained from the questionnaire and then analyzed by confirmatory regression weight with 24 AMOS program. The findings of the study using the IPA approach show that there is no gap between perception and expectation, where is the importance of behavior describing expectations and how often the behavior describes the perception

**Keywords:** professionalism culture; intrapreneurship; competitive advantage; organizational learning; cultural transformation.

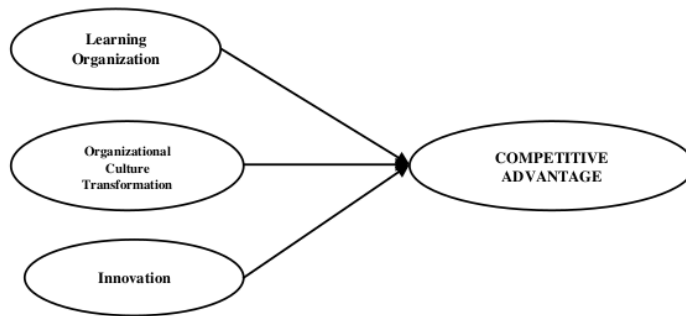
## 1. INTRODUCTION

The agricultural sector accounted for 14.43 percent of Gross Domestic Product (GDP) at current prices. Indonesia's population works in the agricultural sector is still the largest position that is able to absorb 38.07 million people, or 34.6 percent of the workforce of 100 million national labor force (CBS, 2017). PT Perkebunan Nusantara IX, which currently has a working area in Central Java province with a number of Gardens 15 units Work Gardens 1 unit Agrowisata and the amount of Sugar Factory (PG) 8 units, currently manages four major commodities such as rubber, sugar, tea, and coffee. In addition, the company has also developed several downstream products as consumer products such as Kopi Luwak, Banaran Premium Coffee, Tea Kaligua, Semugih Tea, Sugar 9, and Syrup Pala. Business Unit which has seen beautiful tourist because of its uniqueness has been developed as a regional agro-tourism, such as Agro Tourism Gardens Kaligua, Agro Tourism Gardens Semugih, Scenic Gardens Jollong, Kampong Kopi Banaran, Central Park Balong, Banaran 9 Resort, Travel Agro Gardens Semugih, Agro Tourism Sondokoro, Sugar Factory Pangka, Sugar Factory Gondangan Winangoen and Banaran 9 Coffee & Tea. PT Perkebunan Nusantara IX will be developed into a rubber plantation companies with business as the backbone (breadth closer to 50,000 Ha), and sugar business as one pillar of the company's revenue.

Central Java province is one of the patterns of the partnership between the Smallholder Plantations PIR KKPA (*Kredit Koperasi Primer Anggota*) or AABA (*Anak Angkat Bapak Angkat*). This partnership is a partnership formed by the companies with a local cooperative wherein it belongs to the farmers. Cooperative is an association with the aim of trying together consisting of those who are weak and cultivated always in the spirit of selfless such a way that each one capable of carrying out its obligations as a member and rewarded in proportion to their use for the organization. The partnership approach emphasized in the construction estates in favor of the small people.

The problem in this research is the cultural importance of intrapreneurship companies (Corporate Intrapreneurship) on PT Perkebunan Nusantara IX (Persero) requires entrepreneurial qualities in their company. The behavior of entrepreneurial leaders of work units auxiliaries who plays

as an employee PTP IX (Persero) needs identification, importance, and implementation (Expectations and Perceptions) means how important is the work unit performance businesses built (which depicts Hope) And How well does the work unit performance businesses built (which depicts Perception) thus, the company can determine managerial behavior should be increased or decreased to amplify the desired corporate culture and to achieve its goals.



**Figure 1.** Research Framework

Hypotheses of IPA: (EOS and ELQ)

EOS:

Ho: There is no gap between the expectations of the perception of orientation entrepreneur

H1: There is a perception gap between the expectations of the orientation of the entrepreneur

ELQ:

Ho: There is no gap between the expectations of the leadership's perception of entrepreneurs

H1: There is a perception gap between the expectations of the orientation of the entrepreneur

Hypotheses of Questionnaire II (Respondent Corporate Patronage):

H1: Organization Learning (with dimensions of Mental Models, Share the vision, Systems Thinking Personal Mastery, Team Learning) positively affects Competitive Advantage

H2: Organizational Culture Transformation (with dimensions Proactive, Risk Tolerance, Innovative) has a positive effect on competitive advantage.

H3: Innovation (with dimensions Innovativeness, Capacity to innovative, Willingness to Change) has a positive and significant effect on the competitive advantage.

## 2. MATERIALS AND METHODS

The data in this study are primary data and secondary data. Primary data collected directly from the field, which is obtained by observation, surveys, and interviews or provides a list of questions. This study uses a measurement tool EOS and ELQ distributed to work units that employees of PT Perkebunan Nusantara IX (Persero). Secondary data is data obtained from the corporate environment. EOS is used to measure the overall entrepreneurial environment in a company. EOS will be studied in the key dimensions of corporate entrepreneurship. While ELQ entrepreneurial aims to study the behavior of managers and top management of the target company's work unit.

Target company PTPN IX, with the subsidiaries (the target business) 8 units of the research sample with the details shown in Table 2. In each of the target Enterprises spread in 8 Unit of Work PT Perkebunan Nusantara IX, taken 40 Enterprises inmates who role as employee and business leaders built, for a total of 200 respondents taken by purposive (non-probability sampling), but the data can be processed as many as 190.

**Table 1** Unit of Work PT Perkebunan Nusantara IX

Name	Address	Commodity
Tobun Kawung	Desa Karangrejo Kec. Cimanggu, Kab. Cilacap.	Wood, Rubber
Tobun Krumpit	Desa Karangrauc Kec. Banyumas, Kab. Banyumas.	Wood, Rubber, Agrotourism
Tobun Semugih	Desa Banyumudal Kec. Moga Kab. Brebes.	Tea, Wood, Agrotourism
Tobun Jolotigo	Desa Jolotigo Kec. Talun Kab. Pekalongan.	Tea, Rubber, Wood
Tobun Siluwok	Desa Plelen Kec. Gringsing Kab. Batang.	rubber, Wood
Tobun Sukamangli	Desa Sukamangli Kec. Sukorejo Kab. Kendal.	Rubber, Coffee, Wood
Tobun Getas	Desa Kauman Lor Kec. Pabelan Kab. Semarang.	Rubber, Coffee, Wood
Kampoeng Kopi Banaran	Jl. Raya Bawen – Solo Km. 1.5 Kab. Semarang.	Agrotourism

The analysis technique used in this study using the Theory of IPA (Importance Performance Analysis). Quadrant analysis or Importance Performance Analysis (IPA) is a descriptive analysis technique introduced by John A. Martilla and John C. James in 1977. Importance Performance Analysis is an analytical technique used to identify critical performance factors that should be shown by an organization. Questions that are qualitative quantified and measured using a Likert scale. According to Husein Umar Kinner (1999) scoring on each item, the question of the issues examined was measured by the Likert scale, the scale associated with the statement of one's attitude toward something.

Furthermore, at this stage of the analysis and interpretation of the results of analysis and discussion of the data obtained and processed. Selanjutnya will examine the culture of entrepreneurial PT Perkebunan Nusantara IX (Persero), whether in accordance with the dimensions of Intrapreneurship. The researcher also analyzes the nature of entrepreneurial leadership at PT Perkebunan Nusantara IX (Persero). From the results of the analysis carried out will be known the actual corporate culture and corporate culture are expected. According to the creator EOS and ELQ that Neal Thornberry, both the gauge is a measuring instrument that has been tested reliability and validity, and is often used to measure the dimensions of Corporate Entrepreneurship in big companies such as Mott's, Siemens and Sodexo.

### 3. RESULTS AND DISCUSSION

In each of Enterprises assisted scattered in 8 units of work PT Perkebunan Nusantara IX, taken 40 Enterprises inmates who serve as employees and business leaders built, for a total of 200 respondents taken by purposive (non-probability sampling), but the data can be processed as many as 190. Based on data from 190 respondents, respondents gender there are men as much as 157 people and women are 33 people. While in terms of education level, amounting to 51.05% educated to the level of high school, bachelor's degree amounted to 32.63%, and a diploma amounted to 14.21%. Based on age, it is highest in the age group 36-40 years in the amount of 34.74%, the age group of 31-35 years amounted to 26.32%, and the 26-30 years age group amounted 19.47%.

#### 3.1 IPA Analysis (Importance Performance Analysis)

EOS attributes divided into two dimensions: Dimensions Attitude/Personality Dimensions employee and boss attitude on aspects of business development. Questions asked of respondents was as follows:

**EOS1.**The orientation of the company (EOS) Dimensions Attitude / Personality Tops: (1) In a positive communication with superiors concerning things that could be done better; (2) It effectively convince your boss on business ideas; (3) communicate-kan conditions better company in the future, if the need to make changes; (4) Delivering to subordinates in which the company's position against competitors;

(5) To motivate subordinates to think of innovative ways to beat the competition; (6) Supporting the suggestions of subordinates for the betterment of the company; (7) To encourage subordinates to innovate in carrying out the work; (8) Showing enthusiasm when subordinates learn new skills; (9) Support employee initiatives to realize their ideas; (10) To motivate employees to think to find ways of working; (11) Provide time to help employees find ways to improve products and services; (12) Create an atmosphere that supports continuous improvement; (13) Expect subordinate to constructively mengidentifikasi and solve problems across the organization; (14) Support subordinates in pushing for changes for the betterment of the work.

**EOS2.**The orientation of the company (ESQ) Dimensions boss attitude on aspects of business development: (1) Taking into account the competitors' weaknesses and find ways to take advantage of their weaknesses; (2) Take the time to develop a new business; (3) Listen to and act on consumer complaints; (4) Encourage thinking to find new and better ways to carry out the work; (5) Looking for creative ways to organize and use of assets and resources of the company; (6) Eager to find new ways to grow the business; (7) Ensure that the interests of consumers in mind when we make changes in the organization; (8) Actively seek new business opportunities; (9) To ensure that we have the right team to take advantage of business opportunities bar; (10) To encourage organizations to be more flexible so quick to react when emerging business opportunities; (11) To analyze the resources, processes, and workflows for better results for companies and consumers.

**ELQ1.**Entrepreneur Leadership (ELQ) Tops Attitude Dimensions: (1) Trying desperately to build an innovative culture within the company; (2) To encourage entrepreneurial behavior / and take the entrepreneurial risks; (3) Reacting quickly to eliminate organizational barriers that can disrupt business; (4) Encourage open communication and sharing of ideas across the functional units; (5) Provide the latest information on industry trends and competitor strategies; (6) Actively encourage business improvement suggestions from all components of the organization; (7) Perform real action to implement the various suggestions for improvements; (8) Make the organization always focuses on its core business, but also to support new business initiatives; (9) Set aside money outside the regular budget for financing and supporting innovative ideas; (10) Supporting employees to question decisions that have already been taken.

### 3.2 Results Analysis

#### *a. Difference Analysis Expectations and Perceptions in Entrepreneurial Dimension Orientation*

From the results of the normality test calculations have been done using the One-Sample Kolmogorov-Smirnov test, the average perception and above-average expectations ESQ Kolmogorov Smirnov statistic values obtained at 0.098 and 0.082 with a value of 0.092 and Asymp. Sign Asymp.Sign at 0.200. Because of the values for the mean expectation ESQ Asymp.Sign greater than 0.05, it can be concluded that the data were normally distributed. Then testing different tests using Paired sample t-test. Result Paired sample t-test for differences in perceptions and expectations of above-average entrepreneurial orientation can be seen in Table 3. The value sig (2-tailed) in Test Paired sample t-test showed the value of 0763 means probabilities value > 0.05. So we can conclude accept H0 and reject Ha, meaning there is no gap between the expectations of the entrepreneurial orientation perception.

**Table 2** Results of paired samples t-test

	<b>t</b>	<b>df</b>	<b>Sig. (2-tailed)</b>
Mean Perception ESQ - ESQ Mean Hope	.302	69	.763

#### *a. Difference Analysis Expectations and Perceptions in Dumensi Entrepreneurial Leadership*

Because of the values for the mean expectation ELQ Asymp.Sign smaller than 0.05, it can be concluded that the data are not normally distributed. Then testing different tests using the Wilcoxon Signed Ranks Test Test Statistic.

Test Results Statistics Wilcoxon Signed Ranks Test for differences in perceptions and expectations EQL dimensions are shown in Table 5. From the results of the output Rank (Table 4), there were 24 respondents who experienced a decrease in perception and expectation.

**Table 3** Output Rank

Mean Hope ELQ - Mean Perception ELQ	N	mean Rank	Sum of Ranks
negative Ranks	24	30.71	737.00
positive Ranks	32	26.84	859.00
ties	14		
Total	70		

**Table 4** Test Output Statistics Wilcoxon Signed Ranks Test

	Mean Hope ELQ - Mean Perception ELQ
Asymp. Sig. (2-tailed)	.616

Based on the statistical test output in Table 5, note Asymp. Sig (2-tailed) worth 0616. Because the 0616 value is greater than 0.05, it can be concluded that accept H0 and reject Ha. This means that there is no gap between the perceptions and expectations of respondents in judging.

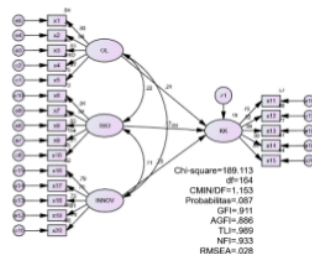
*b. Important Performance Analysis (IPA) for the orientation of the Company (EOS) at Dimensions Attitude / Personality Tops*

Overall assessment of the Orientation attribute Companies (EOS) Dimensions Attitude / Personality Tops produces an average attribute value totaling 87 250 and in the category of Very Good. It can be concluded that attribute the behavior performed by the manager/supervisor in accordance with what is expected by the company's employees in aspect orientation (EOS) Dimensions Attitude / Personality Tops. Of the value of Performance Rate and Importance Rate obtained from the weighting of the processing results of questionnaires carried out in the criteria for each item, then searched averaged to obtain the value of importance (importance) and the level of performance (performance) next in the plot-kan into Cartesian diagram foresee the distribution of attributes.

*c. Important Performance Analysis (IPA) for Entrepreneur Leadership (EQL) in Dimension Attitude Tops*

Overall assessment of the attributes Leadership Entrepreneur (EQL) Dimensions Attitude Tops produce average attribute value totaling 79 525 and in the category of Good. It can be concluded that attribute the behavior performed by the manager/supervisor in accordance with what is expected by employees in Leadership aspect Entrepreneur (EQL) Dimensions boss attitude. Of the value of Performance Rate and Importance Rate obtained from the weighting of the processing results of questionnaires carried out in the criteria for each item, then searched averaged to obtain the value of importance (importance) and the level of performance (performance) next in the plot-kan into Cartesian diagram foresee the distribution of attributes.

*d. Full Analysis Model Structural Equation Model (SEM)*



**Figure 2** Test Results Full Model Structural Equation Model (SEM)

Having obtained the full model SEM study, further testing is done in conformity with the cut-off value of Goodness of Fit with the results shown in Table 5.

**Table 5** Goodness of Fit All models SEM Eligibility Test Results

Criteria	Cut Off	Result	Conclusion
Chi-square	expected small	189 113	marginal
significance Probability	$\geq 0:05$	0087	Fit
MIN / DF	$\leq 2:00$	1,153	Fit
RMSEA	$\leq 0.08$	0028	Fit
GFI	$\geq 0.90$	0911	Fit
AGFI	$\geq 0.90$	0886	Fit
TLI	$\geq 0.90$	0989	Fit
NFI	$\geq 0.95$	0933	Fit

Table 5 shows the chi-square test on the full model obtains research results a value of 189 113 under the chi-square table with a degree of freedom 98 at the 5% significance level of 147.010 this means that the value of chi-square model of good-class research. A probability value of 0.087 is greater than 0.05 which is the threshold probability value has been qualified means good standard probability values. GFI value of 0.911 on the value of 0.90 which is a required value means the value GFI GFI has good value.

### 3.3 Hypotheses Results

From the calculation through confirmatory factor analysis and structural equation model of the model in this study may otherwise accept it supported also by the values of the goodness of fit that has shown results that fit, even though there some testing goodness of fit which showed a marginal, but the model is still acceptable. Then we can do hypothesis testing using t-Value with a significance level of 0.05. The T-Value program, AMOS 24 is the value of Critical Ratio (CR) on Regression Weights of the model. Testing criteria is if the value of t-Value or value (CR)  $\geq 1,967$  or a probability value (P)  $\leq 0.05$  (in AMOS indicated by \*\*\*) and then HO rejected if the values and the research hypothesis is accepted.

**Table 6** Regression Weights (Group number 1 - Default model)

		estimate	SE	CR	P
Competitive advantage	<--- Learning Organization	0172	0054	3,178	0001
Competitive advantage	<--- Organizational Culture Transformation	0147	0066	2,243	0025
Competitive advantage	<--- Innovation	0:25	0079	3187	0001

**Table 7** Summary of Invention Hypotheses

Hypothesis	Decision	Findings
H1	Received	Organizational Learning positive effect on Competitive Advantage
H2	Received	Organizational Culture Transformation positive effect on competitive advantage.
H3	Received	Innovation positive and significant on competitive advantage

#### 4. CONCLUSION

The results showed that the Learning Organization, Organizational Culture Transformation and Innovation positive and significant impact on the Competitive Advantage. The results of the Tests Full Model Structural Equation Model (SEM) show that the innovation variable has the highest influence to enhance the company's competitive advantage. It is understood that in order to achieve competitive advantage, the respondent company's plasma and plasma farmers (Intrapreneurship) at PT Perkebunan Nusantara IX. Need more strongly in innovation in the sense of proposing new ways to achieve goals and objectives. Propose new ideas and practices to improve its performance. Tracing technology, processes, new techniques, as well as the product idea. Propose new ways to improve quality. From the analysis of science, it can be concluded that there are no gaps between the top Harapanresponden rate attributes importance to the orientation aspect of the company (EOS) Dimensions Attitude/Personality Tops with performance/performance boss, and respondents/employees feel satisfied with the performance/performance boss. This is supported by the results of Conformity Analysis (IPA), which shows that of the 14 attributes Very Good, 11 attributes into the Very Good category and only 3 are in the category of Good. From the above results, it can be concluded that there is no gap between the expectations of respondents over rate importance attributes of Leadership Entrepreneur (EQL) Dimensions Tops attitude to performance/performance

#### 5. ACKNOWLEDGEMENT

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