

The Impact of Innovation Capability in Increasing Enterprise Performance: Moderated by YouTube Media in Indonesia

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ABSTRACT

This study aim is to investigate how the role of moderation by YouTube affects Innovation capability to Enterprise performance in Indonesia. Dynamic capabilities become a key to be had a sustainable competitive advantage, the author focuses on a moderator of YouTube in revolution 4.0 of high technology. Hypotheses were research data on 244 of YouTubers in Indonesia and the methodology of this analyses by using the regression-based process macro approach method. Bias and endogeneity testing responses were also conducted to confirm the reliability and validity of the findings. This paper provided a further finding the role Moderation of YouTube affected Innovation capability on enterprise performance in Indonesia. This result also confirmed that digitalization helps new start-ups which limited budgeted and small capital to run their business globally. The dynamic capability runs a role in using high technology and it becomes popular for all knowledge improvement particularly YouTube enables all people around the world at SMEs can communicate, get knowledge sharing, improve idea creativity, and information to their business performance. Therefore, Innovation has a big deal to increase the dynamic capability of SMEs in Indonesia.

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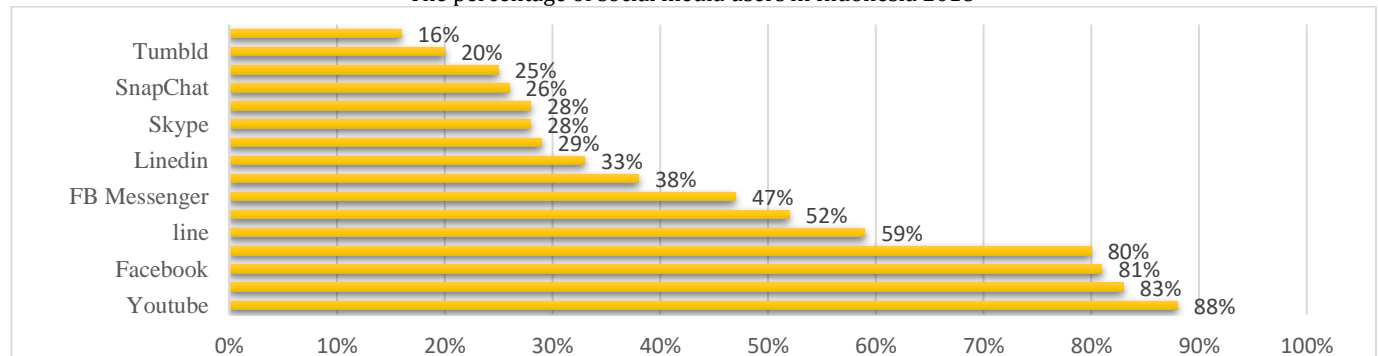
1. INTRODUCTION

Nowadays, Entrepreneurship performance have changed from classic to modern structure platform specifically along with evolution 4.0 with high and flexible technology system in all sectors. it shows that new entrepreneurs must have capabilities to build unique innovation and capital mobilization on their bossiness (Al Mamun & Fazal, 2018). Innovation capabilities follow technology and *Knowledge management* evolution as main factors to enhance uncertain global changes (Anning-Dorson, 2018), human capabilities and risk-taking of firm's policies to grapple the competitor, local or internationally (Raghuvanshi & Garg, 2018). This competition can be facilitated by social media usage and ambidextrous capability (Yang, et al., 2018) as a bridge to introduce new products, services, and all over the world (Hughes, et al, 2012; Saha & Karpinski, 2016; Ellison, et al, 2007). Social media also provides benefits such as cheaper and easier to use and enhances entrepreneurial competency for those who have limited capital on their business (Peric, et al., 2017; Al Mamun, et al., 2019). Based on The Global Web index report (Q2 & Q3), the internet users in di Indonesia are 150 million, increase 13% of 2018, social media active users are 150 million, increase 15% of 2018, mobile users are 130 million, increase 8,3% of 2018. A firm also can demonstrate social media platform can be an implicit value-creation mechanism for active firms to increase their business performance (Wang, et al, 2017).

Recently, many firms use social media to 1) built relationship with their costumers; 2) provide services and information; 3) make valuable content, pictures for costumers; 4); involve costumers in the formulation and development of products (Pride, 2017). Although social media is a new media in SMEs, many firms have been successfully using social media to reach their firms' goal, whether for short-term strategic such as promotion, brand reputation or gathering information and also long-term strategic in understanding customers' need (Parveen, et al., 2014). A study stated that social media YouTube can enhance entrepreneurial orientation and its performances (Parveen, et al., 2016). However, the impact of using YouTube in SMEs in Indonesia on entrepreneurial performance is not much being discussed. Previous

studies from (Wang, 2017) showed that start-ups such as Youtuber on entrepreneurial orientation in making decisions, innovation, proactive, value-creation, legitimation and risk-taking can make a better performance. Particularly, innovation by using technology such as Microsoft, iPhone, Samsun that use innovation as a centre of difference strategic among other's competitors.

Table 1
The percentage of social media users in Indonesia 2018



Source: Global Web Index (Q2 & Q3) 2018

This table above also shows how an entrepreneur currently working from a classical has changed into a modern in Indonesia as a developing country to be able to run his business with not so high capital. This paper was conducted to broaden the theory of Knowledge-based theory and even enrich new entrepreneurs in Indonesia with YouTube and also support socio-economic activities through entrepreneurial innovation towards a better and positive way in developing the country of Indonesia. Therefore, this paper is interested in examining the impact of the ability innovation on the performance of entrepreneurs through YouTube as moderation. Online video sharing site, YouTube, has become a place to share videos not only for entertainment but also to get information and business (Klobas, et al., 2019).

Most of the previous studies focused on the relationship between the benefits of the network on performance (Ladkin, et al., 2016; Naudé, et al., 2014; Trainor, et al., 2014; Watson, 2007). However, there lack studies that concern the value of networks for entrepreneurial performance (Hajli, 2014; Wamba & Carter, 2014). Consider that entrepreneurship is an independent business and is able to improve the economy in developing countries (Cowling, et al., 2015), and most of the previous studies focus on adaptation (Durkin, et al., 2013; Wamba & Carter, 2014), benefits and berries (Michaelidou, et al., 2011) on social media in SMEs. In fact, the effect of using YouTube on improving firm performance in industry sector becomes intensely consideration, (Harrington & Ottenbacher, 2011; Zhang, et al., 2017).

Today, many hotel businesses encourage hotel service customers or subscribers to provide likes, shares, comments in assessing platforms that lead to quality awareness among users of social media. (Gensler, et al., 2013). YouTube is a social media that enable to provide innovation and new thinking for entrepreneurs in maintaining relationships among the community (Trusov, et al., 2009). Another benefit of YouTube is to improve entrepreneurial performance more efficiently and effectively (Harrigan, et al., 2017). Nowadays, most customers are advised to order directly and use YouTube to view hotel conditions in more detail. YouTube gives a positive effect on the growth of Hotel performance (Harrigan, et al., 2017). besides, through YouTube, the results will increase the amount of selling volume being much greater because it can be watched by the entire world YouTube users and consequently profitability will be much higher (Seth, 2012).

2. LITERATURE REVIEW

2.1 Knowledge-Based View (KBV)

This study focusses on Knowledge-Based View (KBV) to explain that micro-economic also depended on knowledge (Grant, 1996) and the human capabilities such as valuable, rare, inimitable, and non-substitutability to get opportunities because micro-economic also needs continued improvement (kaizen) of innovation to technology and knowledge changes (Nabiswa & Mukwa, 2017). Knowledge-based view (KBV) contributed to all entrepreneurs like YouTubers are knowledge revolution enable new start-ups can survive in an uncertainty environment that is less capable of finance with uniqueness and easily accessed by the audience with the impact of the use of technology that has spread all aspects of human life, a market-oriented approach to sales and a network system capable improve entrepreneurial competence and performance. Several forms of social media can be used online applications such as social networking sites, blogs, forums, microblogs, sharing photos, sharing videos, product or service reviews, communities (Aichner, 2019). One of benefit social media role can be used by individual, two persons or even group in creating video content and sharing information (Kim & Johnson, 2016). One of the advantages for YouTube users are that it can provide information about products and audio-visual and details information, ideas creativity and innovation to increase enterprise performance (Hajli, 2013).

2.2 Hypotheses Development

Innovation and enterprise performance

Entrepreneurial skills depend on creativity, innovation, risk-taking, and proactiveness (Hussain, 2018). Miller (1983) provided a basic understanding of the fields that underlying an entrepreneur's actions as a basis for developing entrepreneurial capabilities that are inherent in the ability to innovate market products, initiatives for proactive and the tendency of entrepreneurs to bear appropriate risks (risk-taking). Arunachalam, et al., (2018) stated that the three entrepreneurial performance namely proactivity, innovation, and risk-taking as dimensions for the enhancement of sustainable product or service innovation. Rubera & Kirca (2017) pointed out that entrepreneurs are creative people, support new ideas and consider environmental changes as threats and opportunities at once. Proactivity can stimulate a strong culture of creating a competitive advantage to outperform competitors and enhance the company's ability to seize opportunities by knowing customer needs. Creative entrepreneurs can build future-oriented people and tend to identify new trends in the market to find out product changes (Lumpkin & Dess, 1996). A company's risk-taking tendencies enrich the company's desire to experiment with new ideas and learn from failure. This is an important to have innovation capability of the company to actively serve the dynamic needs of customers (Day, 2011). The researchers stated that innovation capabilities such as strategic application through products, marketing media, and market developments can create enterprise performance at a level of superior competitiveness and product protection in market share (Donkor, et al., 2018; Kim, et al., 2019). The results of this enterprise performance can be impacted by these three dimensions amid the uncertain environmental changes resulting from rapid technological change. Through providing innovative goals, proactively providing direction, and taking risk giving desires (Arunachalam et al., 2018). Thus, it can be considered that success entrepreneur with superior competitiveness at a high level of innovation can be achieved for all environment. Moreover, hypothesis of this study was made:

H1: There is an influence of the innovation capability on enterprise performance.

The impact of YouTube social media as moderation

Today, many companies alert with fast-changing technology to introduce and sell products, methods and create their new creative ideas and even involve consumers to be directly involved in building products that fit the current market through communication such as giving comments, likes and subscribers from channels or posts products to make company and consumers can be mutually beneficial (Lipsman, et al., 2012). The social media today's has shifted conventional advertisements on television and banners, demographic shifts, customer preferences and high advertising costs (Gillin, 2007). The facts above can be seen from YouTube users today is dominated by business interests (Fuchs, 2017).

The YouTube users are dominated by two major factors, namely content and the series of engagement to the contents of the videos made so that there is potential chance for users to build a "YouTube video content community" among themselves (Kaplan & Haenlein, 2010). Lee (2012) stated YouTube has a substantial role in bridging the self-emotional and experience between humans and their needs. YouTube is a platform for milliner generation to learn online business, easily and quickly can even increase creativity in their business. YouTube is used to increase the importance value creativity of an entrepreneur in supporting innovative ideas, self-learning with insight and a broad perspective on business (Lee, et al., 2016; Rosenthal, 2018). (Oh, et al., 2017) Studied the effect of consumer engagement behaviour (CEB) through the number of likes on the social media platforms Facebook, YouTube and Twitter can provide significant result on entrepreneurial performance. besides, (Nanda, et al., 2017) also stated the role of strategy through social media especially YouTube to be able to see the content visually and the sense of being bound by the customer with the next series of content that is made. Some literatures findings above, the hypothesis is built:

H2: There is the role of YouTube social media as a moderation of innovation on entrepreneurial performance.

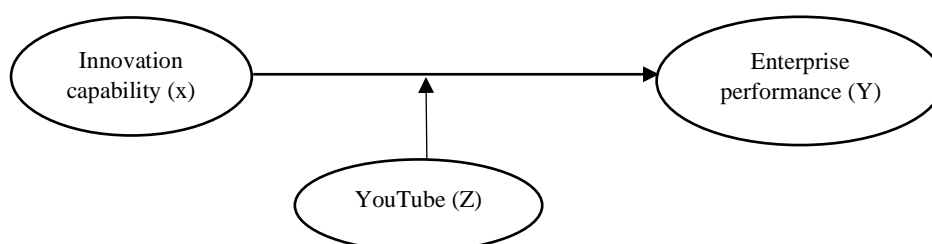


Figure 1: Research model

3. METODOLOGY

3.1 Research Design

Social media is an environment created by social media users to exchange information, relationships and a place to pour creativity and benefit. For this reason, this study uses quantitative methods to resolve the needs of this paper. This paper took YouTuber users in Indonesia as the population in increasing innovation capability by using YouTube to improve their enterprise performance with 750 people. furthermore, Hertog, et al., (2010) also stated that service innovation capabilities are the best concept to be reflected and studied among entrepreneurs. The sampling technique uses simple random sampling in various sectors of entrepreneurs. Data were collected by distributing closed questionnaires and interviews with several respondents from July 01 to August 1, 2019. The questionnaires returned were intact as many as 244 respondents from Indonesia. The regression-based process approach of Hayes & Preacher, (2014) was used to analysis collected data in this paper.

3.2 Research Instrument

The questionnaire uses simple sentences to make it easier for respondents to fill out. Questionnaire statement items were adopted from literature that has been adapted to the object of this study. To measure the ability of innovation adopted from (Bolton & Lane, 2012; Huang & Wang, 2011) with 5 items statement, to measure the use of social media YouTube used 4 statement items from (Hughes, et al., 2012) and enterprise performance is measured using 5 statement items from (Morgan, et al., 2009). To measure all the variables of this paper, it used (5) Likert point scales (1shows a strongly disagree to 5-strongly agree).

4. PATH COEFFICIENTS

4.1 Demographic Characteristics

Based on table 1. The respondents in this study were dominated by male (66.8%) and 33.2% by female. Most of participants in this study were 20 to 30 years old (43.4%), 34% were 31 to 40 years old, 11.1% were 41-50 years old, 7.4% were 51-60 years old, and 4.1% were above 60 years old. 23.4% of respondent were Undergraduate level, 19.7% of respondents were diploma, 18% of respondent were master degree, 14.8% of respondent were high school, 12.3% of respondent were primary school, 11.9 of respondent were Ph. D level.

Table 2
Demographic characteristics

Profile	n	%
<i>Gender</i>		
Male	163	66.8
Female	81	33.2
Total	244	100
<i>Age</i>		
20-30 years old	106	43.4
31-40 years old	83	34.0
41-50 years old	27	11.1
51-60 years old	18	7.4
60 above	10	4.1
Total	244	100
<i>Education</i>		
Primary School	30	12.3
High School	36	14.8
Diploma	48	19.7
Undergraduate level	57	23.4
Master Degree	44	18.0
PhD level	29	11.9
Total	244	100.0

Source: Author(s) own compilation

4.2 Validity and Reliability

Table 2 showed the convergent validity and reliability analysis. According to Hair, et al., (2014) The factor loadings of all the items of three constructs have an acceptable value of more than 0.6. The sample adequacy test KMO is also found significant for the three constructs with a value of 0.676, 0.737 and 0.607 with the p-value of 0.000, 0.000 and 0.000 respectively. As a whole, the result of convergent validity was found to be satisfactory. The reliability of this present study was also checked through Cronbach alpha's value and it was found that all the research has the significant Cronbach alpha value of above than 0.6 in Table 3.

Table 3
Convergent Validity and Reliability Test

Variable (s)	No Items	EFA Result		Cronbach's Alpha
		Factor Loading	Remarks	
YouTube	1	672	KMO= 0.676 P-Value= 0.000	0.61
	2	632		
	3	726		
	4	782		
Innovation Capabilities	5	767	KMO= 0.734 P-Value= 0.000	0.607
	6	729		
	7	722		
	8	741		
	9	724		
Enterprise Performance	10	626	KMO= 0.607 P-Value= 0.000	0.689
	11	747		
	12	769		
	13	672		
	14	662		

Source: Author(s) own compilation

4.3 Result Findings

Hayes & Preacher, (2014) use a regression-based process approach for the testing of research hypotheses by a regression analysis to get illustrated. Table 4 shows the results of a regression analysis. The result showed that 40.4 percent of variance on enterprise performance was explained by innovation capability ($p\text{-value} = 0.000 < 0.05$). It indicated a significant influence of innovation capability on YouTubers enterprise performance. Hence, these results of the hypothesis are accepted. The moderation effect of YouTube was checked by using Hayes & Preacher, (2014) illustrated the process approach. This results also contribute an evident with the fact the impact of YouTube as moderation variable has not been proved in previous empirical studies. The results are shown in Table 4. It was found that moderating variable (YouTube) with a significant $p\text{-value}$ of 0.000, therefore, the present study indicates that YouTube influence Innovation capability on enterprise performance in Indonesia. Arunachalam et al., (2018) found that through specialized capabilities (value creativity) could give a positive impact of moderation between innovation and firm profitability. It means that human capability to use technology development and social media can boot achievement, earns more profit and popularity as celebrity.

Table 4
Moderating effect

variable	Coef.	SE	T	P
Constant	0.373	0.379		
Innovation Capability	0.273	0.569	4.806	0.000
YouTube	0.334	0.055	6.009	0.000

Note: $R^2:0.404$; $F:54.3812$; $P=0.000$

Source: Author(s) own compilation

5. DISCUSSION

This result study tried to give contribution of dynamic capability literature by examining the conceptualization of the innovation capability in the recent digitization of service sector and uncertainty ever-changing technological advancement in business performance in Indonesia. This study contributed in existing of the previous studies on innovation capabilities have big impact on enterprise performance (such as idea creativity, bootstrapping knowledge, differentiation product) and there is digitalization influence of how the way to exist our product and innovation creativity (Zawislak, et al., 2012). This study also explored the earlier studies of innovation capability on enterprise performance among YouTube users in Indonesia. The contribution of this research work is also evident with the fact that it explores the effect of YouTube as moderating variable among innovation capability and enterprise performance that have not been previously empirically tested. The results are enlightening, as it was found that the innovation capabilities and has a significant influence on enterprise performance. The findings also stated that the YouTube channel enabled innovation of entrepreneurs to have a big impact on their performance through some comments, their idea creativity, and bootstrapping knowledge. In this digital era, every entrepreneur has to create their difference to make sure the

subscribers' enthusiasts waiting for their next videos. Through YouTube channel also helps many small-medium enterprises (SMEs) to be able to promote their products, their talents, their capabilities to over the world with cheaper and easier ways to get the intention of all YouTube users such as Y, X or z generation to increase their income and build their future among uncertainty environment.

Prabhu, et al. (2012) pointed out that proactive personality and entrepreneurial self-efficacy gave a big impact on entrepreneurial intention. Mustafa, et al., (2015) also stated that the individual with a proactive personality can be determined by the capability to scan the environment, grabbing the opportunity and the awareness of creativity become YouTube users. The findings revealed that enhancing the innovation capabilities in terms of better understandings of customer needs and the available technological options of the competitive market dynamics would be helpful for YouTubers to attain the overall success of services in a short- and long-term perspective. Another finding showed that gender the effectiveness of learning improvement can be boototed for getting difference idea creativity (Saeed, et al., 2015; Mustafa, et al., 2015). Kiani,et al., (2019) stated that innovation capabilities can been seen through research and development and new product development as one of dimension to push innovation capabilities in fast changes environment. Moreover, Strategic flexibility and its experimentation YouTube become essential for the promotion and how an entrepreneur can ensure their innovation, creativity may meet all YouTube users' needs in uncertainty environment with the success on a short-term basis and in a long run (Yang, et al., 2018).

6. CONCLUSION

The purpose of this study examined the moderating effect of YouTube platform between the link innovation capability and enterprise performance in Indonesia. This study found that YouTube has a significant and positive effect on enterprise performance. The effect of YouTube as a moderator needs more exploration to increase YouTube users about having a better performance revolution 4.0 However, future research studies are recommended to understand the effect of other potential factors such as bootstrapping knowledge, idea creativity, and learning culture on enterprise performance. However, it is also recommended that these original scales may be validated on different aspect of the globe to get similar conception that may be generated globally.

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