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## INFLUENCE OF MOTIVATION, CREATIVITY, AND INNOVATION ON FOOD AND BEVERAGE PROCESSING INDUSTRY BUSINESS PERFOMANCE IN PANGKALPINANG

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**Abstract.** This research aimed to determine the effect of motivation, creativity, and innovation on the performance of food and beverage processing industry players in the city of Pangkalpinang. This type of research was quantitative. The population in this study was the food and beverage processing industry players in the city of Pangkalpinang. The sampling technique was carried out by means of Simple Random Sampling and obtained a sample of 133. The data collection techniques used were questionnaires, documentation, and literature studies. The data analysis technique used was a multiple linear analysis technique and used a partial hypothesis test (t) and simultaneously (f) and uses the coefficient of determination. The results of this study are 1) motivation has no effect on the performance of the food and beverage processing industry players in Pangkalpinang 2) creativity has a positive effect on the performance of the food and beverage processing industry players in Pangkalpinang 3) innovation has no effect on the performance of the food and beverage processing industry players in Pangkalpinang 3) innovation has no effect on the performance of the food and beverage processing industry players in Pangkalpinang 4 motivation, creativity, and innovation together have a positive effect on the performance of food and beverage processing industry players.

Keywords: motivation; creativity; innovation; the performance of players in the industry.

### INTRODUCTION

Micro, Small and Medium Enterprises (MSMEs) are crucial factors in improving the economy, especially in developing countries such as Indonesia. MSMEs have a big influence in the Industrial Revolution 4.0 (Reniati, Santi, Fadillah Sabri, & Eng, 2019), because MSMEs can create jobs and reduce unemployment (Prasetyo, 2021). The COVID-19 virus pandemic has had a serious impact on MSMEs, because the government implemented Large-Scale Social Restrictions and campaigned for Stay at Home (Susanti & Widajatun, 2021). The COVID-19 virus triggered an economic shock, including affecting the economy of individuals, micro, small and medium enterprises, and even large ones as well as affecting the country's economy globally (McKibbin & Fernando, 2020).

MSMEs make a big contribution to economy, Indonesian because the existence of Micro, Small and Medium Enterprises dominates which can be used as the backbone of the national economy (Wahyono, Narmaditya, Wibowo, & 2021). The Indonesian Kustiandi, government is trying to develop this small industry because MSMEs are considered the foundation of economic growth, so that the COVID-19 pandemic problem does not result in a prolonged economic recession (Hermawati, Lawson, & Sutarto, 2014).

Based on research conducted by (<u>Daud</u>, <u>Sudrajat</u>, <u>Maryani</u>, <u>& Effendi</u>, 2021) obtained an inventory of MSME problems in the Bangka Belitung Islands Province, including: (1) Financial Limitations (2) Marketing Difficulties (3) Raw Material Problems (4) Limited Human Resources (HR) (5) Technology Limitations, and (High Transportation Costs).

Pangkalpinang City is the capital of the Bangka Belitung Islands Province which has an area of 104,405 km2. When compared to the province, the area of this city is only 0.72 percent and is the smallest city/district area in the Province of the Bangka Belitung Islands (Sugianto & Bokings, 2021). Pangkalpinang City has 7 sub-districts, including Rangkui, Bukit Intan, Girimaya, Pangkal Balam, Gabek, Tamansari and Gerunggang districts.

**Table 1.** Number of Micro, Small, and Medium Enterprises (MSMEs) by Type in Pangkalpinang City (Unit), 2018-2020

	Number of Micro, Small, and				
Type of	pe of Medium Enterprises (MSMI				
Busines	s <u>type</u> in	Pangkalpina	ang City (Unit)		
	2018	3 201	9 2020		
Micro	2,725	5 2,72	25 16,428		
Small	1,304	4 1,30	04 11.051		
Medium	75	75	5 719		
Total	4,104	4,10	04 28,198		
Source.	Central B	ureau of	Statistics of		

Source: Central Bureau of Statistics of Pangkalpinang City in 2020

Based on the data above, it can be seen that MSMEs in Pangkalpinang City have developed from 2019 to 2020 Most businesses believe in micro businesses as many as 16,428 units followed by small businesses with 11,051 units and the least are medium businesses with 719 units. However, this has increased significantly, and indicates the occurrence of economic growth in the city of Pangkalpinang.

**Table 2.** Distribution of MSME Data by

 District by Business Sector Income Results

	up to June 2020					
Ν	N Business Number of MSMEs per					
0	Field	District				

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		Bukit	Taman	Pangka
		Intan	Sari	l Balam
1	Culinary	523	312	215
2	Fashion	64	51	25
3	Education	2	4	2
4	Automate	69	65	37
	d			
5	Agribusine	28	15	5
	SS			
6	Internet	9	18	3
7	Others	515	327	354
	Total	1,210	792	641

Table 3. Total UMKM							
NI	Nu	umber of SMEs	s per Dist	trict			
N	Rangk	Gerunggan	Gabe	Girimay			
0	ui	g	k	а			
1	455	287	286	278			
2	73	20	49	40			
3	5	3	3	5			
4	70	33	57	37			
5	28	20	21	10			
6	6	5	11	3			
7 561 391 462 333							
	Total 1,198 759 889						
	Total UMKM = 6,195						

Source: Cooperative, UMKM and Trade Office of Pangkalpinang City in 2020

Based on the table above, it can be seen that the most UMKM in Pangkalpinang city are culinary businesses, namely as many as 2,356 units and the least is business in the field of education, which is as many as 27 units.

Performance is the result of goals assigned to people with different levels of responsibility. According to (<u>Riswanto &</u> <u>Aryani</u>, 2017), motivation is a description of the level of achievement in carrying out a program of activities or policies in realizing the goals, objectives, vision, and mission of an organization's strategic planning organization. To improve performance, of course, motivation is needed, therefore performance is influenced by motivation (Erica et al, 2020).

According to (Panuccio, Christian, Martinez, & Sullivan, 2012), motivation is the process of expressing one's strength, direction, and continuity in achieving a goal. Motivation is very important in entrepreneurship. According to (Carsrud & Brännback, 2011), entrepreneurial motivation provides energy that helps a person fulfill his needs, create satisfaction and reduce imbalances by carrying out activities and opening businesses and businesses. In addition to motivation, performance is also influenced by creativity (Gerhart & Fang, 2015).

According to (Puhakka, 2010), creativity is the ability to generate new ideas and discoveries in recognizing problems and opportunities. According to (Malmelin & Nivari-Lindström, 2017), creativity is highquality creativity in producing new and practical products. According to research conducted by (Marrocu & Paci, 2012), it is stated that creativity has an influence on industrial performance. According to (Prihadini, 2021) Based on phenomena in the field, it shows that most of the MSME in the Bangka products Belitung archipelago do not yet have creativity.

In addition to motivation and creativity, innovation also affects industrial performance. Innovation is creating new and creative products, which have never existed before. According to (<u>Armentano</u>, 2012), innovation is the process of updating or using/developing by creating something new and different. Innovation is important for every company.

Based on the results of the description

above, the research conducted in the city of Pangkalpinang has the aim of knowing the influence of motivation, creativity, and innovation on the performance of the food and beverage processing industry players in the city of Pangkalpinang.

#### METHODS

This research is a descriptive study with a quantitative approach. The population in this study is the food and beverage processing industry players in Pangkalpinang city, amounting to 200 people.

The sampling technique was carried out using simple random sampling, data collection using research instruments, statistical quantitative data analysis, which aims to test the established hypothesis. Data collection techniques using a questionnaire (questionnaire) and documentation.

#### **The Validity**

Testtest in this study uses theCorrelation formula Pearson Product Moment (Sanusi, 2011:77).

 $= \frac{\begin{array}{ccc} & r_{xy} \\ & N\Sigma & XY - (\Sigma & X)(\Sigma & Y) \end{array}}{\sqrt{\{N\Sigma & X^2 - \Sigma & X^2\} \{N\Sigma & Y^2 - \Sigma & Y^2\}}}$ 

Information:

rx	= correlation coefficient	Y = C
Х	= score obtained from all items	perform
Y	= total score obtained from all items	process
Ν	= number of respondents	X1
Х	= total score in distribution x	motivat
Y	= total score in distribution	X2
$X^2$	= number of squares in distribution	creativit
sco	X3	

 $Y^2$  = the number of squares in the Y distribution score. The

A guideline for deciding whether or not a questionnaire is valid (questionnaire) is to compare count with table with a significance of 5%. An instrument is said to be valid if rcount > rtable, whereas if rcount < rtable, then the data is said to be invalid.

### Reliability

Test The reliability test in this study uses the coefficient formula Cronbach alpha, as follows:

$$r_{11} = \left[\frac{k}{k-1}\right] \left[1 - \frac{\sum \sigma_b^2}{\sigma_t^2}\right]$$

Description:

 $r_{11}$  = instrument reliability

k = number of questions or questions

 $\sum \sigma_{\rm b}^2$  = number of variances item

 $\sum \sigma_t^2$  = total variance

#### Data Analysis Techniques

Technique is used to measure the effect of more than one independent variable on the dependent variable. Thus the data analysis technique used is multiple regression. Multiple linear regression can be formulated as follows (Sugiyono, 2009:277).

$$Y = a + b1X1 + b2X2$$

Information:

Y = Dependent variable, namely the performance of the food and beverage processing industry

X1 = Independent variable, namely motivation

X2 = Independent variable, namely creativity

(3 = Independent variable, namely

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innovation

- a = Constant which is the average value of Y when the values of X1 and X2 are equal to zero
- = Partial regression coefficient, b1 measuring the average value of Y, for each change in X1 assuming X2 is constant
- b2 = Regression coefficient partial, measuring the average value of Y for each change in X2, assuming that X1 is constant.

#### **RESULTS AND DISCUSSION**

#### Validity

This test is used to find out the value of r table can be done with the formula: rtable (a, n-2) from the table Product Moment. The application program used in this validity test is SPSS 23.0. In this validity test, it is known that n is 133, and a = 5%, the table (5%, 133-2) 131 = 0.1703. Each question item or statement can be said to be valid if it is greater than 0.1703.

### Validity Test of Motivation Variable (X1)

Table 4. Validity of Motivation Variable

Test Results				
lte	$R_{count}$	$R_{\text{table}}$	Descriptio	
m			n	
X1.	0.495	0.170	Valid	
1		3		
X1.	0.628	0.170	Valid	
2		3		
X1.	0.661	0.170	Valid	
3		3		
X1.	0.667	0.170	Valid	
4		3		
X1.	0.566	0.170	Valid	
5		3		

X1.	0.435	0.170	Valid	
6		3		
X1.	0.451	0.170	Valid	
7		3		
X1.	0.322	0.170	Valid	
8		3		
Source	o. Drimon	, Data Bro	cossing Posu	

Source: Primary Data Processing Results, 2021

Based on the Motivation Validity Test table, all items questions or statements regarding motivation with research instruments are declared valid because rcount is greater than rtable (0.1703).

#### Validity Test of Creativity Variable (X2)

 Table 5. Validity of Creativity Variable

Table 5. Validity of Creativity Variable				
Item	$R_{\text{count}}$	$R_{\text{table}}$	Description	
X2.1	0.325	0.170	Valid	
		3		
X2.2	0.710	0.170	Valid	
		3		
X2.3	0.704	0.170	Valid	
		3		
X2.4	0.727	0.170	Valid	
		3		
X2.5	0.627	0.170	Valid	
		3		
X2.6	0.762	0.170	Invalid	
		3		
X2.7	0.775	0.170	Valid	
		3		
X2.8	0.777	0.170	Valid	
		3		
X2.9	0.242	0.170	Valid	
		3		
X2.1	0.379	0.170	Valid	
0		3		
X2.	0.569	0.170	valid	
11		3		
X2.1	0.550	0.170	valid	
2		3		
Source	e: Primary	Data Pro	cessing, 2021	

According to the table, whole item, a question or a statement of creativity in the research instrument are valid for rcount larger than rtable (0,1703).

**Test Validity Variable Innovation (X3)** 

Table 6. Validity Test of Innovation							
	Variable						
Item	$R_{count}$	$R_{table}$	Description				
X3.1	0.592	0.170	Valid				
		3					
X3.2	0.667	0.170	Valid				
		3					
X3.3	0.640	0.170	Valid				
		3					
X3.4	0.335	0.170	Valid				
		3					
X3.5	0.503	0.170	Valid				
		3					
X3.6	0.456	0.170	Valid				
		3					
X3.7	0.571	0.170	Valid				
		3					
X3.8	0.585	0.170	Valid				
		3					

Source: Primary Data Processing, 2021

According to the table, innovation validity result is that, all items of questions or the statements regarding innovation in research instrument is declared valid because rcount is greater than rtable (0.1703).

## Validity Test of Industry Perfomance variable (Y)

 Table 7. Validity of Performance Industry

	Variable				
Item	Item R <sub>count</sub> R <sub>table</sub> Descrip				
			tion		
Y1	0.731	0.17	Valid		

		03	
Y2	0.781	0.17	Invalid
		03	
Y3	0.560	0.17	Valid
		03	
Y4	0.598	0.17	Valid
		03	
Y5	0.581	0.17	Valid
		03	
Y6	0.740	0.17	Valid
		03	
Y7	0.661	0.17	Valid
		03	
Y8	0.647	0.17	Valid
		03	
Y9	0.693	0.17	Valid
		03	
Source:	Primary	Data	Processing
2021			

Based on the table validity of industry performance Variable, the entire item about the question or statement performance of the industry in the research instrument is declared valid, because rcount is greater than table (0.1703). Hence, from the analysis of data in the tables above, it can be concluded that the entire item question or statement is valid for all items that have a value greater than 0.1703. Thus, further analysis can be carried out.

### Reliability

This reliability test was carried out using Croncbach's Alpha using the SPSS application program. A variable is said to be reliable if the value of Croncbach's Alpha is 0.60. The application program used in this reliability test is SPSS 23.0.

# Reliability Test of Motivation Variable (X<sub>1</sub>)

Table 8. Reliability Test of Motivational

Variables				
Croncbach's N of Item				
Alpha				
0.632	8	-		
Source: Primary Data	Processing Re	sults,		

2021

Based on the table of Reliability Test of Motivation Variable, it can be seen that the motivation variable instrument can be said to be reliable value Croncbach's Alpha of the motivation variable is 0.632 0.60.

## The Reliability of Creativity Variable (X2)

 Table 9. Reliability Test of Creativity

Variab	le
Cronbach's	N of Items
Alpha	
0.826	12
Source: Primary D	ata Processing 2021

Source: Primary Data Processing, 2021

Based on Reliability Test of Creativity Variable, it can be seen that the instrument variables creativity can be said to be reliable because the value of Croncbach's Alpha of the creativity variable is 0.826 0.60.

## Reliability Test of Innovation Variables (X<sub>3</sub>)

 Table 10. Reliability Test of Innovation

	Variable	e		
Croncba	ich's	N of It	em	
Alph	а			
0.653	3	8		
Source:	Primary	Data	Processing	
	Results,	2021		

Based on the Innovation Variable Reliability Test table, it can be seen that the innovation variable instrument can be said to be reliable because the value of Croncbach's Alpha of the innovation variable is 0.653 0.60.

## Industrial Performance Variable Reliability Test (Y)

Ta	able 11. Test Indust	rial Performa	ance
	Variable Relia	bility Test	
	Croncbach's	N of Item	
	Alpha		
	0.833	9	
	Source: Primary Data	a Processing	Results,
	2021		

Based on the Industrial Performance Variable Reliability Test table, it can be seen that the industrial performance variable instrument can be said to be reliable because the value of Croncbach's Alpha of the industrial performance variable is 0.833 0.60.

## Multiple Linear Regression Analysis

To determine the relationship and influence between motivation, innovation and creativity and the performance of the food and beverage processing industry. To determine the magnitude of the influence quantitatively and a change (variable X) on other events (variable Y). then the following output can be produced:

 Table 12. Multiple Linear Regression Test

 Coefficientsa

	Coenic	lentsa		
Model	Unstandard	Standardi	t	Sig.
	ized	zed		
	Coefficients	Coefficie		
	coemeients	nts		

	В	Std. Error	Beta		
		-		074	
(Consta	4,20	4,317		,974	,332
nt)	6				
Motiva	-,08	,143	-,054	-,57	,564
si (X1)	3			8	
Kreativi	,514	,105	,501	4,87	,000,
tas (X2)				4	
Inovasi	,159	,121	,112	1,31	,191
(X3)				5	
Depend	ent	Var	iable:	Indu	ustry
perform	ance	(Y)			

Based on the table Industry Performance Variable Validity, the entire item question or statement about the performance of the industry in the research instrument is declared valid, because rcount is greater than table (0.1703). Hence, from the analysis of data in the tables above it can be concluded that the entire item question or statement is valid for all items that have a value greater than 0.1703. Thus, further analysis can be carried out.

### Reliability

This reliability test was carried out using Croncbach's Alpha using the SPSS application program. A variable is said to be reliable if the value of Croncbach's Alpha is 0.60. The application program used in this reliability test is SPSS 23.0.

## Reliability Test of Motivation Variables (X<sub>1</sub>)

 Table 13. Reliability Test of Motivation

		Variable	S	
	Cror	ncbach's	N of Item	
	A	Alpha		
	(	).632		8
S	ource:	Primary	Data	Processing
		Results, 2	021	

Based on the table of Reliability Test of Motivational Variable, it can be seen that the motivation variable instrument can be said to be reliable value Croncbach's Alpha of the motivation variable is 0.632 0.60.

## Reliability Test of Creativity Variable (X2)

Table 14. Reliability	<sup>7</sup> Test of Creativity
-----------------------	---------------------------------

Variat	ble				
Cronbach's N of Items					
Alpha					
0.826	12				
Source: Primary Data	a Processing, 2021				

Based on Table Reliability Test of Creativity Variable, it can be seen that the instrument variables creativity can be said to be reliable because the value of Croncbach's Alpha of the creativity variable is 0.826 0.60.

## Reliability Test of Innovation Variable (X<sub>3</sub>)

 Table 15. Reliability Test of Innovation

	Variable		
Cron	cbach's	N	of Item
Al	pha		
0.	653		8
Source:	Primary	Data	Processing
	Results, 2	2021	

Based on the Innovation Variable Reliability Test table, it can be seen that the innovation variable instrument can be said to be reliable because the value of Croncbach's Alpha of the innovation variable is 0.653 0.60.

## Industrial Performance Variable Reliability Test (Y)

**Table 16.** Test Industrial PerformanceVariable Reliability Test

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Cron	cbach's	N of Item		
A	lpha			
0	.833	9		
Alpha 0.833 9 Source: Primary Data Processin				
	Results,	2021		

Based on the Industrial Performance Variable Reliability Test table, it can be seen that the industrial performance variable instrument can be said to be reliable because the value of Croncbach's Alpha of the industrial performance variable is 0.833 0.60.

## **Multiple Linear Regression Analysis**

To determine the relationship and influence between motivation, innovation and creativity and the performance of the food and beverage processing industry. To determine the magnitude of the influence quantitatively and a change (variable X) on other events (variable Y). then the following output can be produced:

Table 17.	Multiple Linea	ar Regression
	Test	

		(	Coeffic	ients <sup>a</sup>		
	Model	d	tandar ized ficients	Standar dized Coefficie nts	t	Si g.
		В	Std. Erro r	Beta		
1	(Const	4.	4.31			97
	ant)	20	7,			4,
		6				33
_						2
	Motiv	-,	083,	-, 054	-,	57
	ation		143			8,
	(X1)					56
_						4
	Creati	(X		105,501	4.	00
	vity	2)			87	0
		,5			4,	
		14				
_	т	, (X7	101	110	1	
	Innov	(X	121	,112	1,	,1
	ation	3)			31	91
		,1			5	
		59				

a. Dependent Variable: Industrial Performance (Y)

Based on Table 4.11, an equation can be made, namely:

 $Y = 4.206 - 0.083X_1 + 0.514X_2 + 0.159X_3 The$ 

- 1. a constant of 4.206 shows that Motivation, Creativity and Innovation have a fixed value, then Industrial Performance will have a value of 4.206.
- The regression coefficient for the Motivation variable is -0.083. The coefficient shows that the motivation variable has no effect on Industrial Performance.
- The regression coefficient for the Creativity variable is 0.514. The coefficient shows that the Creativity variable has an effect on Industrial Performance.
- The regression coefficient for the Innovation variable is 0.159. The coefficient shows that the Innovation variable has no effect on Industrial Performance.

#### Partial Test (F Test)

This test was conducted to determine the effect of the independent variables ( $X_1$ ,  $X_2$ ,  $X_3$ ) together (simultaneously) on the dependent variable (Y). then the following output can be produced:

#### Table18. FTest ANOVA<sup>a</sup>

	Sum of	d	Mean		Sig
Model	Squares	f	Square	$\mathbf{F}$	
1 Regre	759,348	3	253,116	1	,00
ssion				7	$0^{\rm b}$
				,	
				0	
				7	
				<b>5</b>	
1	1912,216	1	14,823		
Resid		<b>2</b>			

9		i
1		
3		V
2		
	1	1

a. Dependent Variable : Industrial Performance (Y)b. Predictors : (Constant), Innovation (X<sub>3</sub>), Motivation

 $(X_1)$ , Creativity  $(X_2)$ 

Based on the formula Ftable then (F(k ; nk) = F(3 ; 133-3) = 3 ; 130 = 2.67). So based on table 4.18 it can be seen that the value is calculated 17.075  $F_{table}$  2.67. Then from the analysis can be concluded that simultaneous motivation variables (X<sub>1)</sub>,Creativity (X<sub>2</sub>) and Innovation (X<sub>3</sub>) Collaborative influence on industry performance.

## Partial Test (T Test)

This test is conducted to determine whether there is an independent variable influence (Motivation, Creativity and Innovation) on its own (partial) on the dependent variable (industrial performance). it can produce output as follows:

Table	19.	Partial	Test
Table		i ui tiui	i C S C

Independent	v	alue
Variables	t	Sig.
Motivation	-0.578	0.564
Creativity	4.874	0.000
Innovation	1.315	0.191
	Variables Motivation Creativity	VariablestMotivation-0.578Creativity4.874

Based on table 4.19 it is known that the value of tcount for the motivation variables is (-0.578), creativity (4.874), and innovation (1.315).

1. Motivation T test(X-1)

t test for indicators of motivation (X<sub>1</sub>) obtained tcount equal to (-0.578)  $\leq$ ttable (1.978), then H0 was accepted and Ha was rejected. Thus, it can be concluded that motivation partially has no effect on industrial performance. This is also reinforced by the significance value (0.564) (0.05) ( $\alpha = 5\%$ ). So, the motivation that exists in the food and beverage processing industry players in the city of Pangkalpinang does not affect the performance of the industry.

2. T test on Creativity (X<sub>2</sub>)

The t test on the Creativity indicator (X<sub>2</sub>) obtained tcount of (1,315) (1,978), then H0 was rejected and Ha was accepted. Thus, it can be concluded that creativity partially affects industrial performance. This is also reinforced by the significance value (0.000) (0.05) ( $\alpha = 5\%$ ). So, the creativity of the food and beverage processing industry players in the city of Pangkalpinang affects the performance of the industry.

3. T test on Innovation (X<sub>3</sub>)

The t test on the Innovation indicator (X<sub>3</sub>) obtained tcount of (-0.578) ttable of (1.978), then H0 was accepted and Ha was rejected. Thus, it can be concluded that motivation partially has no effect on industrial performance. This is also reinforced by the significance value (0.191) (0.05) ( $\alpha = 5\%$ ). So, the innovations that exist in the food and beverage processing industry players in the city of Pangkalpinang do not affect the performance of the industry.

## The coefficient of determination (R <sup>2</sup>)

The coefficient of determination (R<sup>2)</sup> is used to measure how much the dependent variable (industrial performance) is influenced by independent variables (motivation, creativity and innovation). then the following output can be produced:

Table 20. Test of the Coefficient of

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Determination (R <sup>2</sup> ) Model Summary <sup>b</sup>					
R	R	Adjusted R Std. Erro			
	Square	Square	of the		
	-		Estimate		
,5	,284	,268	3,850		
3					
3ª					
a. Predictors: (Constant), X3, X1, X2					
b. Dependent Variable: Y					
	R ,5 3ª cors: (0	R R Square ,5 ,284 3 3ª cors: (Constant), X	R R Adjusted R Square Square ,5 ,284 ,268 3 3ª cors: (Constant), X3, X1, X2		

Based on the results of the Coefficient of Determination Test ( $R^2$ ) above, it is known that R Square is 0.284, this means that the effect of variables X<sub>1</sub>, X<sub>2</sub> and X<sub>3</sub> simultaneously on variable Y is 28.4%.

### CONCLUSIONS

Based on Results and discussion is done, it can be concluded as follows:

- 1. Partial Motivation (X<sub>1</sub>) has no effect on the Performance of the Industry, it is seen from value<sub>t</sub> for Motivation is arithmetic -0.578  $\leq$  ttable 1,978 with significant value ( 0.564) (0.05) ( $\alpha$  = 5%). So that we can conclude that H0 is accepted and Ha is rejected.
- 2. Partial Creativity(X<sub>2</sub>) has effect on industrial performance, it is seen from value<sub>t</sub> for Creativity ist  $1,315 \le$  ttable 1,978 with significant value (0,000)  $\ge$ (0.05) ( $\alpha = 5\%$ ). So that we can conclude that H0 is rejected and Ha is accepted.
- 3. Partial Innovation(X<sub>3</sub>) has no effect on the Performance of the Industry, it is seen from value<sub>t</sub> for Motivation istarithmetic -0.578  $\leq$  ttable 1,978 with significant value (0.191)  $\geq$  (0.05) ( $\alpha$  = 5%). So that we can conclude that H0 is accepted and Ha is rejected.
- 4. TheF value<sub>table</sub> is 2.67, so based on table 4.18 it can be seen that theF value

is<sub>calculated</sub> 17.075 2.67, and the Significant Value is 0.000 0.05, this shows that simultaneously the independent variables affect the dependent variable.

5. Based on the results of the model summary, the magnitude of R Square is 0.284. This means that 28.4% of the dependent variable is influenced by the independent variable and the remaining 71.6% is influenced by other factors not examined.

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