Archives of Business Research – Vol. 11, No. 10
Publication Date: October 25, 2023
DOI:10.14738/abr.1110.15509.
Trang, I., Murni, S., & Dotulong, L. O. H. (2023). Creativity and Innovation Management for Increasing Entrepreneurship Performance in the New Normal Era in East Bolaang Mongondow District. Archives of Business Research, 11(10). 16-33.

Creativity and Innovation Management for Increasing Entrepreneurship Performance in the New Normal Era in East Bolaang Mongondow District

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ABSTRACT

Human resources are an important factor in an organization because they play a role in planning, implementing and controlling or in other words as system managers in an organization. Quality human resources are human resources who have creativity and innovation at work. An Entrepreneur is a human resource who is directly involved in carrying out their business activities. To create that, entrepreneurs need to carry out creativity and innovation in order to improve their performance in maintaining and developing their business. This is of course in line with the current phenomenon, where many businesses are bankrupt, closed, out of business (bankrupt) in the current new normal era of the Covid 19 pandemic, including in East Bolaang Mongondow Regency, where there are many entrepreneurs engaged in in mining, marine agriculture as well as a variety of other different businesses affected by the outbreak. The purpose of doing this research is to analyze and study and develop a variable and instrument that is able to identify indicators that influence the increase in the performance of entrepreneurs in East Bolaang Mongondow Regency. The stages of the method used in the approach and achievement of this research are by observation, identifying the population, the sample in this case the respondents (entrepreneurs) in East Bolaang Mongondow Regency, using the survey method, distributing questionnaires and giving open questions to get the best results. accurately, then process the data and evaluate the results obtained for seminars and publication.

Keywords: Creativity Management, Innovation, Entrepreneurial Performance, New Normal Era, East Bolaang Mongondow

INTRODUCTION

Human resources are an important factor in an organization because they play a role in planning, implementing and controlling or in other words as managers of an organization's

system (Sedarmayati, 2017:3)1. The role of human resources can be utilized to the fullest extent possible by carrying out various kinds of activities to move people to work with their expertise to the fullest. Human resources are the main asset in all aspects of management, especially those concerning the existence of a business, because in a business, human resources are the driving factor for all its activities. Human resources engaged in entrepreneurship require creativity and innovation to organize ideas resulting from creativity and innovation which may be very numerous (Mangkunegara, 2017) 2. The existence of these ideas must be regulated and arranged systematically to suit business development, through a structured, systematic, efficient and sustainable system.

Creativity is a person's ability to make something new in his existence. Creativity is the ability to develop new ideas and find out new ways of seeing a problem and opportunities (Zimmerer and Scarborough, 2005)3. Meanwhile, Innovation is creating and implementing something into a combination (Schumpeter, 1934) 4. Furthermore, innovation includes the development and implementation of something new (De Jong & den Hartog, 2003)5.

Entrepreneurs need to realize that out of 1000 brilliant ideas, maybe only one will be innovative. To produce 100 types of products in one year, 100,000 thousand brilliant ideas are needed. The large number of these ideas, will require good innovation management to avoid ideas that pile up and are too late to be introduced to the market. Errors in launching products and services or being introduced late to the market will result in potential loss of revenue and loss of ability to compete with others. Management of creativity and innovation plays an important role in business growth and in controlling competition. Some examples of companies that manage innovation well are Apple and Google. Since its establishment from 1970s, Apple continues to develop its creativity and innovation so that it produces Ipad, Iphone, Ipod gadget products that are accepted in the market. Even after the death of founder Steve Job, Apple is expected to launch the I-car. Apart from that, Google also comes up with various search engine services and is equipped with various other services that are unique on the Internet.

Entrepreneur too must realize that, many fundamental changes how companies generate new ideas and values. This is very important considering that many entrepreneurs want to know what has happened in the management of creativity and innovation developed by superior companies and even existing competitors. Technological and information developments are increasingly advanced from time to time, making competition in the business world increase (Dessler, 2011)6. A business must be supported by capable human resources because human resources play a very important role in running a business or activity in the business world. Entrepreneurs are human resources who are directly involved in carrying out their business activities (Mathis, 2010)7. To create that, entrepreneurs need their creativity and innovation in order to improve their performance in maintaining and developing their business. This is of course in line with the current phenomenon, where many businesses are bankrupt, closed, out of business (bankrupt) in the current new normal era of the Covid 19 pandemic, including in East Bolaang Mongondow Regency, where there are entrepreneurs working in a variety of different businesses (mining, agriculture, marine affairs) that have been affected by the outbreak. This is certainly in line with the rise of business competition among entrepreneurs who have emerged in East Bolaang Mongondow district. However, as time went on and the number of entrepreneurs began to fall, there were several other phenomena that also emerged

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amidst competition for entrepreneurs in this new normal era, where entrepreneurs became oblivious to the existing competition, they did not realize that the business they were in was only just like that, no progress. They lack creativity and innovation in maintaining or developing their business. They don't think about the long term, they only think about the present. especially in the new normal era when people's purchasing power is declining, so in fact the last few years there has been a lot of decline in the performance of these entrepreneurs, this can be proven by the many entrepreneurs who are inconsistent in their business fields and even go bankrupt so they try to open other businesses, meanwhile without them realizing it, newcomers and competitors pop up almost every day that clearly pose a threat to themselves. Based on the data obtained, there are many entrepreneurs who have closed their businesses due to the current outbreak of the Covid 19 pandemic and many only expect assistance from the government to start their businesses again. Based on data from the Ministry of Cooperatives and SMEs, Indonesia's New Entrepreneurship Ratio is 3.47% (Liputation 6, October 2021)8. More clearly, The Minister of Cooperatives and SMEs Teten Masduki emphasized that being an entrepreneur during the Covid 19 pandemic was the most appropriate choice. The reason is that many companies are laying off employees and laying off employees during this pandemic. What's more, Indonesia's entrepreneurship ratio is only around 3.47% and this is quite low when compared to fellow ASEAN countries such as Singapore which reaches 8.76%, Thailand 4.26 and Malaysia 4.74%. Some experts say that a country is said to be developed if the entrepreneurial ratio ranges from 10-14%. Therefore, this challenge must be responded positively, especially since there are many millennial entrepreneurs now who have creativity and innovation in terms of having access to modern networks and skills (Digital Skills). Therefore, Entrepreneurs are required to be able to utilize technology and the internet to facilitate marketing through digital marketing, access to financing and recording of financial reports which are also application-based.

Furthermore, to date, only 3.47% of the total population of Indonesia, which is ± 260 million people, are engaged in or become entrepreneurs. That means that there are only around ± 7,800,000 entrepreneurs in Indonesia, even though we have an extraordinary demographic bonus in the current new normal era. This presentation is not growing, when compared to neighboring countries, where neighboring countries have reached 5 to 7%. (Republica.co.id, 2021)9.

Creative and innovative entrepreneurs are human resources who are directly involved in carrying out their business activities. Therefore, entrepreneurs must pay maximum attention to the businesses they are in. To create that, entrepreneurs need management of their creativity and innovation in order to improve their performance in maintaining and developing businesses in the current new normal era.

In connection with the importance of increasing entrepreneurial performance in East Bolaang Mongondow Regency, it is necessary to have research that examines and analyzes the Management of Creativity and Innovation on Increasing Entrepreneurial Performance in the New Normal Era in East Bolaang Mongondow Regency, for this reason this issue is raised and the findings will be published later and can make a positive contribution to every existing stakeholder.

LITERATURE REVIEWS

Human Resource Management

Human Resource Management is a process of using human resources effectively and efficiently through planning, activating, and controlling all values that become human capabilities to achieve goals (Sedarmayati, 2018:3)10. Furthermore, Sedarmayati said that HRM is the proper and maximum use of humans as workers so that their capabilities function to achieve results or agency goals.

According to Anwar Prabu Mangkunegara (2018)11, human resource management is planning, organizing, implementing, and supervising the procurement, development, remuneration, integration, maintenance, and separation of workforce in order to achieve organizational goals. According to Hasibuan (2019:10)12, human resource management is the science and art of managing relationships and the role of the workforce so that they work effectively and efficiently for the realization of corporate, employee and community goals.

Creativity

According to Webster's dictionary in Anik Pamilu (2007: 9) 13 creativity is a person's ability to create which is characterized by originality in imaginative expression. In the Big Indonesian Dictionary further in Anik Pamilu (2005: 599) 14, creativity is the ability to create, about being creative and being creative. According to James J. Gallagher in Yeni Rachmawati (2005:15)15 says that "Creativity is a mental process by which an individual crates new ideas or products, or recombines existing ideas and products, in fashion that is novel to him or her" (Creativity is a mental process carried out by individuals in the form of new ideas or products, or a combination of the two which ultimately sticks to them. According to Supriadi in Yeni Rachmawati (2005: 15) stated that creativity is a person's ability to give birth to something new, both in the form of ideas and concrete works that are relatively different from what already exists. Creativity is a high-level thinking ability that implies an escalation in thinking skills, marked by succession, discontinuity, differentiation, and integration between stages of development. According to Semiawan in Yeni Rachmawati (2008:16)16 suggests that creativity is the ability to provide new ideas and apply them in problem solving. According to Chaplin in Yeni Rachmawati (2005:16) states that creativity is the ability to produce new forms in art, or, in machinery, or in solving problems with new methods. Meanwhile, according to Utami Munandar (1992: 47)17 creativity is the ability to make new combinations, based on data, information, or existing elements.

Meanwhile, according to Clarkl Monstakis in Munandar (1995:15)18 says that creativity is an experience in expressing and actualizing individual identity in an integrated form between oneself, nature and other people. According to Kuper and Kuper in Samsunuwiyati Mar'at (2006:175)19 Creativity is a multiple and multi-dimensional concept, so it is difficult to define operationally. A simple, widely used definition of creativity is the ability to create something new. Its form is human action. Through the creative process that takes place in the minds of people or groups of people, creative products are created. The product itself is very diverse, ranging from mechanical discoveries, new chemical processes, new solutions or new statements about a problem. Based on some of the definitions above, we can draw the conclusion that creativity is an individual mental process that gives birth to new ideas, processes, methods or effective products that are imaginative, flexible, successional, and

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discontinuous, which are useful in various fields for solving a problem. So, creativity is part of one's business. Creativity will become art when someone does activities effective new methods or products that are imaginative, flexible, successional, and discontinuous, which are useful in various fields for solving a problem.

So, creativity is part of one's business. Creativity will become art when someone does activities effective new methods or products that are imaginative, flexible, successional, and discontinuous, which are useful in various fields for solving a problem. So, creativity is part of one's business. Creativity will become art when someone does activities.

Characteristics of Creativity

According to Slameto (2003:17)20 in Supriadi said that the characteristics of creativity can be grouped into two categories, cognitive and non-cognitive. Cognitive characteristics include originality, flexibility, fluency, and elaboration. While the non-cognitive characteristics include motivation, attitude and creative personality. Both of these characteristics are equally important, intelligence that is not supported by a creative personality will not produce anything. Creativity can only be born from intelligent people who have a healthy psychological condition.

Creativity Indicator

According to Slameto (2003) there are several indicators of creativity, including:

1. Self-confident
2. Perseverance
3. Give encouragement
4. Never give up
5. Knowledge
6. Skills

Innovation

The definition of innovation itself varies depending on the approach used. According to Drucker (2012) 21 Innovation is an effort to create change that has a purpose and focus within an economic and social potential. Meanwhile, according to Makmur and Thahier (2015)22, innovation is a specific tool for companies where innovation can explore or take advantage of changes that occur as an opportunity to run a different business. It can be presented as a discipline, learned, and practiced. Innovation is a positive change in method or technology that is useful and departs from pre-existing ways of doing things. There are two types of innovation, namely process innovation and product innovation. The innovation process is a change that affects the way output is produced, while product innovation itself has the opposite definition, namely product innovation is a change in the actual output of both the goods and the service itself (Snell, 2009, p. 610)23.

According to Makmur and Thahier (2017, p. 9)24, innovation comes from the English word innovation which means change so that innovation can be defined as a process of human activity or thought in discovering something new related to input, process and output, and can be benefit human life. Innovation related to input is defined as patterns of human thought or ideas that are contributed to the latest findings. For innovations related to processes that are

more oriented towards methods, techniques, or how to work in order to produce something new. Innovations related to output based on this definition are shown in the results that have been achieved, especially the use of thought patterns and work methods or techniques that have been carried out.

The three elements in the innovation actually form a unified whole. The definition of innovation itself includes the development and implementation of something new. The term 'new' here does not mean that the product is still original but rather refers to newness. This new meaning means that innovation is creating and implementing something that already exists into a new combination. 'Novelty' itself is related to the dimensions of space and time (Makmur & Thahier, 2018, p. 11)25. "Novelty" is tied to the spatial dimension. That is, a product or service will be seen as something new in one place but not new in another.

However, this distance dimension has been bridged by the tremendous advances in information technology so that the distance dimension has been narrowed. the implication, when a new invention is introduced to a certain society, in a short time, the world community will know about it. Thus 'novelty' is relatively more universal. 'Newness' is tied to the time dimension, which means, newness in its era (Makmur & Thahier, 2015, p. 11). The term innovation is oriented to human thoughts and actions. Changes related to animals, nature, space, machines, and other objects are not properly said to be expressions of innovation, unless humans are worthy of being given the nickname symbol of innovation. Changes here are mainly related to shape, color, time and so on where the process of change develops naturally. Based on the above arguments, it reveals that changes in novelty are not always indicated as innovation.

Innovation is the creation of a combination of new products, technologies and organizational technologies.

Innovation Goals

According to Makmur and Thahier (2015, p. 26), the purpose of innovation in general is a form of need that is to be realized through the activity of constructing thoughts by implementing them in real actions or real work to produce something that is in accordance with the desired expectations.

While the purpose of innovation specifically based on the type of profession as an entrepreneur is to create conditions so that the business sector can develop properly.

The goals of innovation based on four perspectives are (Makmur & Thahier, 2015, p. 28):

1. Budget or financial perspective, which is to constantly seek innovation to find new ways to use a relatively small budget but get a lot of results.
2. Customer perspective, namely all elements within the company that are continuously innovating to find many customers and provide the best service.
3. Perspective of internal business management, namely in reality that every element of management must have innovation to create a conducive atmosphere for the companies internal.
4. Perspective of growth or expansion of business fields.

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Innovation Types

According to the OECD Oslo Manual (2005)26, there are four types of innovation namely product innovation, process innovation, marketing innovation and organizational innovation (in Gunday, Guhan et al).

1. Product innovation: the introduction of a service that is either new or significantly improved with respect to the underlined characteristics or uses, including significant improvements in technical specifications, components and materials, incorporated software, user-friendliness or other functional characteristics.
2. Process innovation: the adoption of new or improved production or delivery methods.
3. Marketing innovation: the adoption of new marketing methods that involve significant changes in product or packaging design, product placement, product promotion, or pricing.
4. Organizational innovation: the application of new organizational methods in the company's business practices, work organization or external relations

Various Kinds of Innovation

According to Stamm (2008, p. 6)27, there are three models of innovation, the first is to make simple modifications to the product and not lose its original properties, the second is to make new products that are unique and different from previous products, and also have different properties. new products, and the latter has creativity in creating new products or modifying existing products as well as making and changing shapes or designs in order to achieve a competitive advantage. According to Abernathy and Clark (1985) and Tidd (1993) in Stamm (2009)28. According to Stephen P. Robbins & Mary Coulter (2010)29, there are three sets of indicators that stimulate innovation, namely the structure, culture and practices of the organization's own human resources.

Entrepreneurial Performance

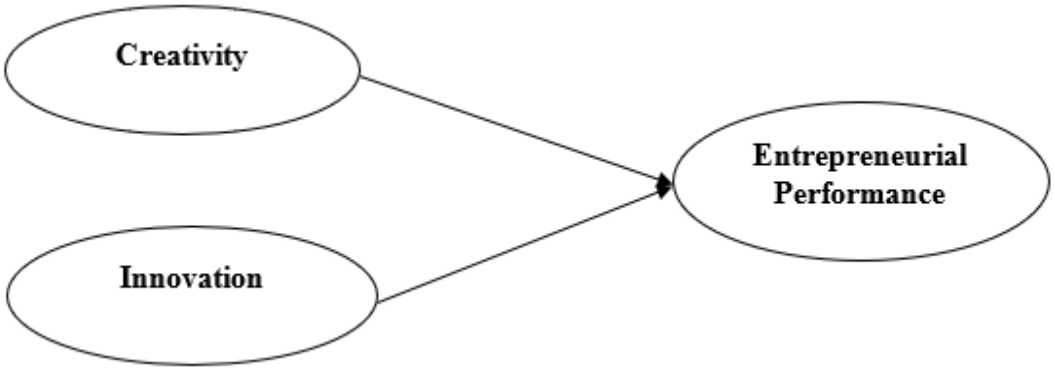
Entrepreneurial performance is the behavior and work results achieved in completing the tasks and responsibilities given within a certain period of time (Kasmir, 2016: 182)30. According to Mangkunegara (2018: 67) 31 entrepreneurial performance is work based on the quality and quantity achieved by employees at work. In Simamora's opinion (2015: 339) 32 performance refers to the employee's ability to achieve work tasks. Performance describes how well employees meet the requirements of a job.

Performance is often misinterpreted as an effort or effort temporarily carried out by employees to achieve goals, but actually performance is measured in terms of the results achieved.

Based on the theories above, the researcher took some of the most widely used indicators to be used as indicators in this study. Researchers take one theory as a reference indicator, namely Robbins' theory (2015) 35 which can be taken several points to be used as an indicator of Entrepreneurial Performance, namely:

1. Work quality
2. Working quantity
3. Punctuality

HYPOTHESES AND RESEARCH MODELS



Source: Research, (2022)

RESEARCH METHOD

This research is located in East Bolaang Mongondow Regency, North Sulawesi Province. The selection of research locations was based on the number of entrepreneurs (mining, agriculture, marine) who had not been identified and were still in their productive age, had high motivation and enthusiasm.

The population is the whole of the research subjects. In this study the population that became the subject were entrepreneurs in East Bolaang Mongondow Regency. The sample is part of the total population and the characteristics possessed by that population. Samples taken from the population must be truly representative (representative), so that the results of the research conclusions obtained can be applied to the population (Sugiyono, 2017)37. The population in this study is estimated to be all entrepreneurs in East Bolaang Mongondow Regency. Furthermore, the sampling technique used is a saturated sample where the entire population is used as a sample with the sample criteria usedthe respondents were all entrepreneurs in East Bolaang Mongondow Regency. It was determined that respondents came from all villages and sub-districts in East Bolaang Mongondow Regency, with an estimated total of 300 respondents.

The measurement instrument in this study uses instrumentsspecifically to measure the cognitive level of a person (psychometric instruments). This instrument is based on the theory of planned behavior – TPD developed by Ajzen (Sugiyono, 2017). The questions on the AIK use a Likert scale type, namely a 5-point Likert scale, which according to Nunnally (1978), that multi-item scales are more reliable than single-type scales (single-item scales). The 5-point Likert scale (5-point scale) generally ranges from 1 – 5, namely: (1) Strongly disagree; (2) Disagree; (3) Neutral (4) Agree; (5) Strongly agree.

The operational definition is the translation of research variables into dimensions,indicators, items/points so that the dimensions of these variables can be known.

Operational definition from this research are:
Creativity is a person's ability to give birth to something new, both in the form of ideas and real works that are relatively different from what already exists. Creativity indicators according to Slameto (2003):

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1. Self-confident
2. Perseverance
3. Give encouragement
4. Never give up
5. Knowledge
6. Skills

Innovation is a process of human activity or thought in discovering something new related to input, process and output, and can provide benefits in human life. Innovation indicators according to Stephen P. Robbins & Mary Coulter (2010), among others:

1. Structure
2. Culture
3. HR practice

Entrepreneurial Performance is the behavior and work results achieved in completing the tasks and responsibilities given within a certain period of time. Entrepreneurial performance indicators according to (Robbins, 2015):

1. Quality
2. Quantity
3. Punctuality
4. Effectiveness
5. Independence

Multiple linear regression is an appropriate analytical method when the research involves one dependent variable which is thought to be related to one or more independent variables. The goal is to estimate changes in response to the dependent variable to several independent variables (Sugiyono, 2017).

Multiple linear regression analysis model used to testhypothesis is as follows:

$$V = b0 + ù1X1 + ù2X2 + ù3X3 + It$$

Information:

b0 = Constant
E1 = regression coefficient for x1
E2 = regression coefficient for x2
E3 = regression coefficient for x3
H = standard error
Y =Entrepreneurial Performance
X1 =Creativity
X2 =Innovation

RESULTS

Description of the Research Object

East Bolaang Mongondow Regency (abbreviated Boltim) is aregency in Province North Sulawesi, Indonesia with the seat of government located in Tutuyan. This regency was formed based on

Law Number 29 of 2008 which was a division of Bolaang Mongondow Regency. The inauguration was carried out by Minister of Home Affairs, Mardiyantoin the city Manadoon Tuesday, 30 September 2008. Historically, Kotabunan District and Modayag District, which are located in the eastern part of Bolaang Mongondow Regency, were the forerunners of the formation of the division area of East Bolaang Mongondow Regency. The two sub-districts experienced expansion along with the progress of reform and the passage of time which affected the demand for regional expansion. In this case, Kotabunan District was split into three sub-districts, namely Kotabunan District, Nuangan District and Tutuyan District, while the Modayag District was split into two sub-districts, namely Modayag District and West Modayag District.

The formation of five sub-districts in the eastern part of Bolaang Mongondow Regency has led to the growing desire of the people in the eastern part of Bolaang Mongondow to form a new district. The community's wish was realized through the Expansion Committee of East Bolaang Mongondow Regency which received support from Dra. Hj. Marlina Moha Siahaan and Drs. Hi. Sehan Mokoapa Mokoagow, M.Sc. as Regent and Deputy Regent of Bolaang Mongondow. On September 30, 2008, the eastern Bolaang Mongondow region was split from Bolaang Mongondow Regency to become East Bolaang Mongondow Regency based on Law Number 29 of 2008 concerning the Formation of East Bolaang Mongondow Regency in North Sulawesi Province. Kandoli Mokodangan, SH inaugurated as regent official with the task of preparing and laying the foundations for the process of administering government and holding regional head elections. Based on the results of the general election for regional heads held by the Bolaang Mongondow Regency Regional Election Commission on August 13, 2010, Sehan Salim Landjar, SH and Medy Lensun, ST were appointed regents and deputy regents who were appointedDr. Drs. Sinyo Harry Sarundajangas the Governor of North Sulawesi in the East Bolaang Mongondow Regency Government Auditorium Building, Tutuyan. On August 17, 2016, Mooat District was split from Nuangan District based on Regional Regulation of East Bolaang Mongondow Regency Number 6 of 2016 concerning the Formation of Mooat District and the division of Mooat District from Modayag District based on Regional Regulation of East Bolaang Mongondow Regency Number 7 of 2016 concerning the Formation of Modayag District. Geographically, the area of East Bolaang Mongondow Regency is located between 124° 19' 15" - 124° 51' 14" East Longitude and 0° 25' 40" - 0° 57' 40" North Latitude and is a wet climate area and the air temperature is around 20 °C - 30 °C.

The following are the boundaries of the East Bolaang Mongondow Regency:

North	: Southeast Minahasa Regency
East	: Maluku Sea
South	: Maluku Sea and South Bolaang Mongondow Regency
West	: Kotamobagu City and South Minahasa Regency

East Bolaang Mongondow Regent 2020 until now Sam Sachrul Mamonto, S.Sos. East Bolaang Mongondow Regency consists of 7 sub-districts and 81 villages. In 2017, the population reached 84,440 people with an area of 910.18 km^2 and a population distribution of 93 people/km^2. District, there are 7 Districts and 81 Villages:

1. Tutuyan

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2. Kotabunan
3. Nuang
4. modag
5. Western mod
6. Cut the stick
7. Mooat

Tourist attraction:

- Torotakon Lake Buyat
- Moat Lake
- Threshold Mountain
- Pineapple Island
- Togid Lake
- Mongkad Lake
- Matabulu Waterfall
- Tanjung Woka Beach
- Kosibidan Tutuyan Waterfall
- Benchmark Jiko Beach

Characteristics of Respondents
Respondents Based on Gender

No	Gender	Amount	Percentage
1	Man	141	56,4
2	Woman	109	43,6
Total		250	100%

Source: SPSS 2022 Data Processing

There were 141 male respondents with a percentage of 56.4% and 109 female respondents with a percentage of 43.6%. The data shows that the majority of respondents are male.

Age of Respondents

No	Age	Amount	Percentage
1	< 20 years	82	32,8
2	20-25 years	107	42.8
3	25- 30 years	37	14,8
4	> 30 years	24	9,6
Total		250	100%

Source: Data Processing, 2022

From the age table of the respondents above, it can be seen that the highest respondents are at agebetween 20-25 years as many as 107 respondents (42.8%), and at least aged> 30 years as many as 24 respondents (9.6%)

Respondent Education

No	Education	Amount	Percentage
1	Elementary-Junior High School	30	12
2	SMA/SMK	145	58
3	Diploma/Bachelor Degree	70	28
4	Other	5	2
Total		250	100%

Source: Data Processing, 2022

From the education table of the respondents above it can be seen thatthe majority of respondents with high school/vocational school education as many as 145 respondents (58%) followed by Diploma/Bachelor educated respondents as many as 70 respondents (28%), and elementary-junior high school education as many as 30 respondents or 12%

Respondent's Occupation

No	Work	Amount	Percentage
1	Government employees	56	22,4
2	Private sector employee	24	9,6
3	Entrepreneur / Entrepreneur	61	24,4
4	Farmer/Livestock/Worker	30	12
5	Professionals (doctors, priests/priests, etc.)	5	2
6	Student/Student	42	16,8
7	Other	32	12,8
Total		250	100%

Source: Data Processing, 2022

From the education table of the respondents above it can be seen thatthe highest were respondents with jobs as entrepreneurs/entrepreneurs as many as 61 respondents or 24.4%, followed by the lowest were professionals as many as 5 respondents (2%).

Validity and Reliability Test

Before the research data can be processed for multiple linear regression analysis, the research instrument needs to be tested for the validity and reliability of the research instrument. in Table5.5 below is a test of the validity and reliability of the research.

Validity and Reliability Test

Variable	Statement	Pearson Correlation	Sig	Status	Cronbach Alpha	Status
CREATIVITY (X1)	X1.1	0.842	0.000	Valid	0.926	Reliable
	X1.2	0.911	0.000	Valid		
	X1.3	0.919	0.000	Valid		
	X1.4	0.850	0.000	Valid		
	X1.5	0.886	0.000	Valid		
	X1.6	0.915	0.000	Valid		
INNOVATION (X2)	X2.1	0.748	0.000	Valid	0.852	Reliable
	X2.2	0.925	0.000	Valid		

URL: http://doi.org/10.14738/abr.1110.15509

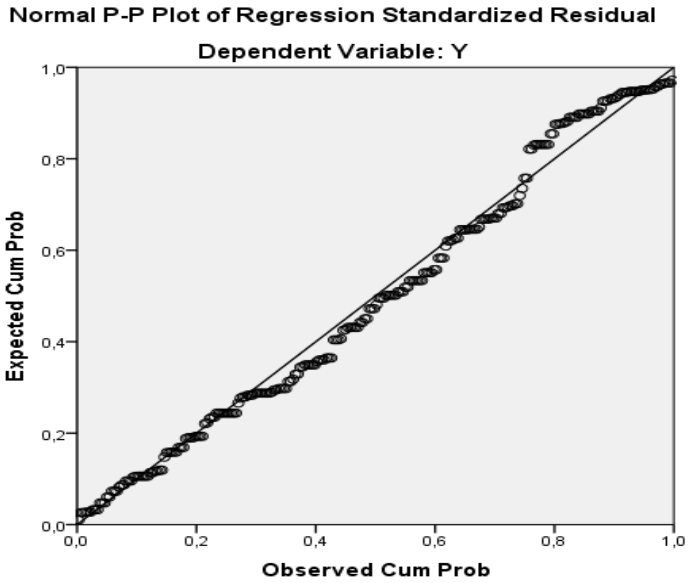
	X2.3	0.860	0.000	Valid		
ENTREPRENEURSHIP PERFORMANCE (Y)	Y1.1	0.901	0.000	Valid	0.949	Reliable
	Y1.2	0.946	0.000	Valid		
	Y1.3	0.905	0.000	Valid		
	Y1.4	0.909	0.000	Valid		
	Y1.5	0.912	0.000	Valid		

Source: Data Processed Results, 2022

Based on the table above, it shows that all statement items for variables are valid because the average calculated r value obtained is higher than the critical value (> CR) of 0.30.

Based on the table above, it can be seen that the significant value for each statement is <alpha, namely 0.05, so it can be concluded that each statement is said to be valid. Cronbach's alpha value for each statement is > 0.6, so it can be concluded that each statement is said to be reliable

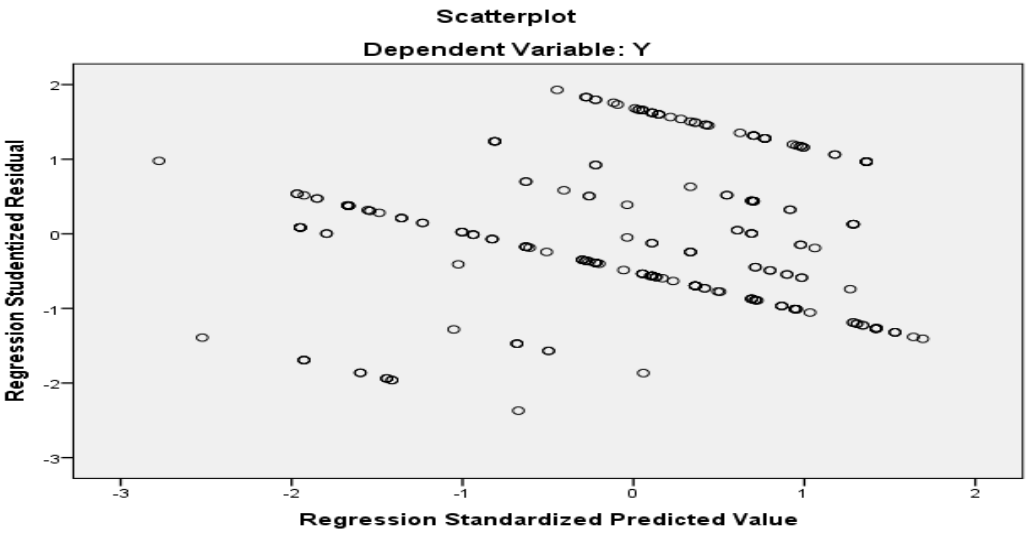
Classical Assumption Test
Classical Normality Assumption Test:
Normality Test:



Source: Data Processed Results, 2022

Figure 5.1 shows that the PP Normal graph of Regression Standardized Residual describes the distribution of data around the diagonal line and the distribution follows the direction of the diagonal line of the graph, so the regression model used in this study fulfills the assumption of normality

Classical Heteroskesdastis Assumption Test
Heteroscedasticity Test Graph



Source: Data Processed Results, 2022

Figure 5.2 The Scatterplot graph displayed for the heteroscedasticity test shows points that spread randomly and no clear pattern is formed and in the distribution the points spread below and above the number 0 on the Y axis. This indicates that there is no heteroscedasticity in the regression model, so that the regression model is feasible to use to predict the Entrepreneurial Performance variable (Y)

Multicollinearity Classical Assumption Test

Model	Collinearity Statistics	
	tolerance	VIF
(Constant)		
Creativity	,975	1.026
Innovation	,944	1.059

Source: Data Processed Results, 2022

Based on the results above, it can be seen in the output coefficient model, it is said that there are no multicollinearity symptoms if the VIF value < 10. The calculation results produce a VIF value for Creativity (X1), Innovation (X2) below the number 10, so it can be concluded that there are no multicollinearity symptoms in the regression model

Multiple Linear Regression Analysis

Based on the results of calculations using the help of the SPSS program as shown in the table below, it can be seen that the regression model obtained is:

Model	Unstandardized Coefficients	
	B	std. Error
1 (Constant)	10.331	1,867
Creativity	,223	.065
Innovation	,398	.058

Source: Data Processed Results, 2022

URL: http://doi.org/10.14738/abr.1110.15509

Regression Equation:

$$Y = 10.331 + 0.223\ X1 + 0.398\ X2 + e$$

Illustrating that the independent variables (independent) Creativity, Innovation in the regression model can be stated if one independent variable changes by 1 (one) and the other is constant, then the change in the dependent variable (dependent) Entrepreneurial Performance (Y) is equal to the coefficient value (b) of the value of the independent variable.

Constant (α) of 10.331 gives the understanding that if Creativity (X1), Innovation (X2) simultaneously or together does not change or is equal to zero (0) then the magnitude of Entrepreneurial Performance (Y) is 10.331.

If the value of b1 which is the regression coefficient of Creativity (X1) is 0.223, which means it has a positive influence on the dependent variable (Y), it means that if the Creativity variable (X1) increases by 1-unit, Entrepreneurial Performance (Y) will also increase by 0.223 units assuming other variables remain or are constant.

If the value of b2 which is the regression coefficient of Innovation (X2) is 0.398, which means it has a positive influence on the dependent variable (Y), it means that if the Innovation variable (X2) increases by 1-unit, Entrepreneurial Performance (Y) will also increase by 0.398 units assuming other variables remain or are constant. This variable is the variable that has the highest influence on Entrepreneurial Performance compared to the other two variables.

Correlation Coefficient (R) and Coefficient of Determination (R2)

Summary modelb					
Model	R	R Square	Adjusted R Square	std. Error of the Estimate	Durbin-Watson
1	, 467a	,218	,209	2,295	1,429
a. Predictors: (Constant), X1, X2					
b. Dependent Variable: Y					

Source: Data Processed Results, 2022

Based on the results of calculations using the SPSS 23 program as shown in the table above, it can be seen that the resulting (R) value is 0.467, meaning that it has a strong relationship. The R square value is 0.218 or 21.8% This means that the influence of all independent variables: Creativity, Innovation on the independent variable Entrepreneurial Performance is 21.8% and the remaining 0.782 or 78.2% is influenced by other variables

Hypothesis Testing

The formulation of the hypothesis tested with a significance level used in this study is 5% or α = 0.05, the results of testing the hypothesis are as follows:

Test F

In the table below you can see the F test to test all the effects of the independent variables where Creativity (X1), Innovation (X2) will affect the Entrepreneurial Performance variable (Y)

F	Sig.
22,899	,000b

Source: Data Processed Results, 2022

The results of the regression analysis using SPSS 23 obtained a significant p-value = 0.000 <0.05, it can be concluded that H0 is rejected or Ha is accepted which means that Creativity, Innovation together have a significant effect on Entrepreneurial Performance

Test T

The t test is used to test the significance of the effect of the independent variables on the dependent variable in the resulting regression model. Then the t test is used to test each independent variable on the dependent variable.

Model	t	Sig.
1 (Constant)	5,534	,000
Creativity	3,425	,001
Innovation	6,902	,000

Source: Data Processed Results, 2022

The results of the t test in Table 5.10 can be seen that the significance of Creativity (X1) p-value = 0.001 <0.05, it can be concluded that Ha is accepted and rejects H0 or Creativity (X1) has a significant effect on Entrepreneurial Performance (Y).

The results of the t test in Table 5.10 can be seen that the significance of Innovation (X2) p-value = 0.000 <0.05, it can be concluded that Ha is accepted and rejects H0 or Innovation (X2) has a significant effect on Entrepreneurial Performance (Y)

DISCUSSION

The Influence of Creativity, Innovation on Entrepreneurial Performance

Creativity, Innovationis the perception of someone to be able to improve their performance in their business. This is evidenced by the existence of research results which show that the two variables simultaneously (simultaneously) influence and have a significant positive impact on improving Entrepreneurial Performance. Creativity, Innovation if one pays attention to contributing positively in improving the performance of entrepreneurs in East Bolaang Mongondow Regency so that the central or regional government should pay special attention to these two factors in order to increase national economic growth in general and regional economic growth specifically in the new normal era during the Pandemic Covid 19 at this time, this is because the key to the progress of entrepreneurs today lies in their creativity and innovation in taking advantage of existing opportunities

The Effect of Creativity on Entrepreneurial Performance

Creativity is the perception of a person as a valuable asset to be used as a provision for someone to do business or personal business whether the perception of doing business is positive or negative. The role of creativity is very important in motivating someone to have the capacity and ability to support current entrepreneurial performance. Creativity isa person's ability to give birth to something new, both in the form of ideas and real works that are relatively

URL: http://doi.org/10.14738/abr.1110.15509

different from what already exists. The importance of creativity was found from the results of this study on respondents in East Bolaang Mongondow Regency who were taken from 250 respondents spread across 7 sub-districts and 81 villages in East Bolaang Mongondow Regency. Based on the results of the study it was found that the creativity of the people in East Bolaang Mongondow Regency was positive and had a significant effect on improving entrepreneurial performance., Provide enthusiasm for entrepreneurs, never give up, have adequate knowledge and skill sso Creativity is one of the determining factors in improving entrepreneurial performance inEast Bolaang Mongondow Regency onthe current new normal era.

The Effect of Innovation on Entrepreneurial Performance

Innovation is the perception of a person as a valuable asset to be used as someone's provision in doing business or personal business whether the perception of doing business is positive or negative. Innovation is a process of human activity or thought in discovering something new related to input, process and output, and can provide benefits in human life. The role of innovation is important in motivating the development of a person to have the capacity and ability to support current entrepreneurial performance. Important indicators that determine innovation consist of structure, culture and HR practices in an existing environment.

The importance of innovation was found from the results of this research on respondents in East Bolaang Mongondow Regency taken from 250 respondents spread across 7 Districts and 81 Villages in East Bolaang Mongondow Regency. Based on the results of the study it was found that the Innovation leap had a positive impact on improving entrepreneurial performance in Minahasa Regency was positive and had a significant effect on improving entrepreneurial performance in East Bolaang Mongondow Regency in the current new normal era, meaning that views from the surrounding environment to encourage or motivate someone can make a leap of innovation for the development of a product that they will offer

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