

## Analysis of Entrepreneurial Orientation at Employees of PT. Pertamina Patra Niaga - Bandung Retail Sales Area

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### ABSTRACT

Entrepreneurial orientation is a concept that describes a person's attitude or behavior in strategic management and entrepreneurship that emphasizes the company's orientation towards innovation, risk-taking, and proactivity to maximize business opportunities. Therefore, it is crucial for a company, especially a state-owned company, to encourage employees to have an entrepreneurial orientation. The purpose of this study was to determine the Entrepreneurial Orientation of employees at PT Pertamina Patra Niaga - Bandung Retail Sales Area. The research was conducted using quantitative descriptive method. Respondents in the study were 40 people through questionnaires to employees of PT Pertamina Patra Niaga - Bandung Retail Sales Area. The results showed good results in the three dimensions of entrepreneurial orientation: innovativeness, proactiveness, and risk taking. This can be categorized as good because it is in accordance with the value interpretation.

### A. INTRODUCTION

In the current era of globalization, business competition is fierce in both domestic and foreign markets. Companies need to provide products and services that are more valuable than their competitors if they want to grow or even just survive in the commercial world. Given the fact that modern society is developing at an increasing pace, consumer preferences and demands are also increasing. Every business, whether small, medium, or large, must adapt to current patterns of change to provide goods or services that are acceptable to consumers if an industry is to remain competitive in the face of economic growth.

Along with the development of the Indonesian economy, it is known that the first quarter of 2023 had an economic growth of 5.03% (year on year), this figure is greater than the previous quarter of 5.01% (year on year). The economy's growth was influenced by high exports, increased domestic demand, increased household and government consumption and non-building investment. Overall good performance across all business sectors contributed significantly to economic growth, with manufacturing industry, wholesale and retail trade, and transportation and warehousing recording the largest contributions. The current situation shows that economic activity will get better in the second quarter of 2023, as indicated by the growth of retail sales and the expansion of the manufacturing sector

(Badan Pusat Statistik, 2023). One sector that can affect the economy is the oil industry. One of the companies engaged in the oil industry is PT Pertamina.

PT Pertamina is a state-owned company (BUMN) engaged in the oil and gas sector. The company plays an important role in the Indonesian economy, providing energy resources the industrial sector and the general public need. PT Pertamina is one of the main sources of revenue for Indonesia's state-owned businesses. PT Pertamina Patra Niaga is well positioned to actively grow and establish a presence in the downstream side of the oil and gas industry as a subsidiary of Pertamina. Due to this special position, the company has the opportunity to seek and take advantage of any possibilities that arise in the oil and gas industry. PT Pertamina Patra Niaga was established by PT Pertamina Persero to manage and develop business activities in the downstream oil and gas sector in Indonesia. Natural gas processing, transportation, storage and trading activities are included in the downstream sector, in accordance with Article 1 of Law No. 22 of 2001 concerning Oil and Gas.

PT Pertamina Patra Niaga has experienced rapid growth. Starting with business consolidation, PT Pertamina Patra Niaga then focused on the downstream oil and gas business. Then, the company developed financial and organizational efficiency strategies to compete in the competitive downstream oil and gas market. As a result, PT Pertamina Patra Niaga has increased its competitiveness, as shown in Figure 1.1 below:

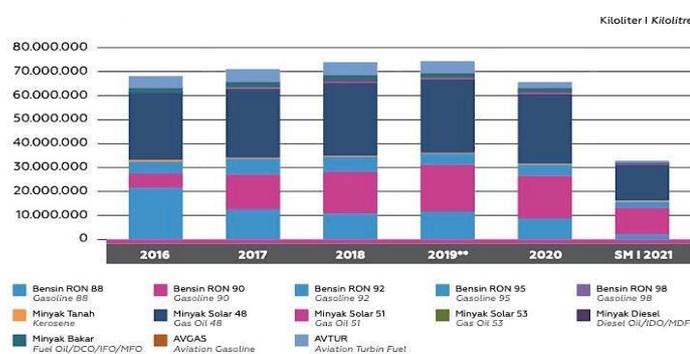


Figure 1. Fuel Oil 2016-2021

Source: Annual Report PT. Pertamina Patra Niaga

Based on Figure 1, it can be seen that fuel oil sales from 2016 to 2019 have increased, but in 2020 to 2021 there was a significant decline. Increasing competitiveness cannot be separated from the performance of its employees, the importance of employee performance in producing products that meet company requirements is closely related to increasing competitiveness. Employee performance is the result achieved at work in accordance with the specific requirements for the position.

Most businesses are encouraged to improve their performance to run business operations more effectively and efficiently (Rezaei and Ort, 2018). A business or company will benefit from its entrepreneurial activities if it has a commitment to maintaining a competitive advantage. Some people believe that a company's success can be affected by its entrepreneurial orientation. (Amin, Thurasamy, Aldakhil, & Kaswuri, 2016; Hoque, 2018).

To face global market competition, PT Pertamina Patra Niaga-Sales Area Retail Bandung is expected to maintain and increase its contribution by developing and implementing entrepreneurial orientation as a strategic step to achieve its business goals. Having employees with entrepreneurial orientation will have a more positive impact on productivity, innovation, work efficiency, and career opportunities within the company. Therefore, it is very important for state-owned companies to encourage their employees to have an entrepreneurial orientation by giving them space to create, design and implement new ideas. Therefore, research on entrepreneurial orientation at PT Pertamina Patra Niaga - Retail Sales Area Bandung can be a platform for the company's contribution to the development of innovation and entrepreneurship activities.

Currently, employees of PT Pertamina Patra Niaga - Bandung Retail Sales Area consist of various backgrounds and expertise. The company has a team of experts and workers engaged in various fields

such as product marketing, logistics, finance, HR, IT and health. PT Pertamina Patra Niaga puts forward a commitment to strengthening human resources, with training, development and skills enhancement programs for employees. In addition, Pertamina Patra Niaga has implemented efficient performance management for its employees in order to provide the best results and contributions to the company.

However, the implementation is still not optimal because there are problems when delivering Dextlite type fuel products from TBBM (Terminal Bahan Bakar Minyak) to several gas stations (Public Fuel Filling Stations) there are often losses of 80-200 liters. Then when selling Bio Solar products, there are problems related to fines / sanctions given to gas stations that are not known what the fines / sanctions are for. This can be detrimental to gas stations that experience this, the gas station has filed a complaint with Pertamina, but Pertamina does not mediate or provide an explanation regarding the charging mechanism, so that no resolution or meeting point is found. When the SPBU filed a complaint regarding how the fine mechanism should be paid, the Pertamina Sales Area Retail Bandung company provided information that had never been socialized before, so that the SPBU did not know about it.

## A. METHOD

The method used in this research is Quantitative Descriptive, which aims to describe a phenomenon as it is. Descriptive writing does not provide manipulation, but rather describes the existing situation. Because the illustrations in this study use dimensions such as size and number, this research is included in the Quantitative Descriptive type (Syadid, 2006). According to (Ghozali, 2016), descriptive analysis is used to explain or provide information about the characteristics of a data set without applying the principle of minimum evidence. The purpose of descriptive statistical analysis is to provide or explain existing data based on the results obtained from respondents on each indicator.

## B. RESEARCH FINDING AND DISCUSSION

Based on the data that has been collected, the results of research on entrepreneurial orientation in employees of PT Pertamina Patra Niaga - Bandung Retail Sales Area, that employees of PT Pertamina Patra Niaga - Bandung Retail Sales Area are dominated by men with an average age of 26-30 years and have an average length of work for 4-5 years.

Table 1. Profile Characteristics of Research Respondents

Description	Item	Total	Percentage
Gender	Male	21	52.5
	Female	19	47.5
Age	20-25 years old	9	22.5
	26-30 years old	15	37.5
	31-35 years old	7	17.5
	36-45 years old	7	17.5
	>45 years old	2	5.0
	<1 year	9	22.5
Length of Service	1-3 year	10	25.0
	4-5 year	12	30.0
	>5 year	9	22.5

Source: analysis result

Based on gender, the characteristics of the majority of respondents are male as many as 21 people or (52.5%). The number of male employees is because the work in this company has a lot of activities outside the company or field carried out by male employees, so the number of male employees is greater than female employees. The characteristics of respondents based on age are mostly 26-30 years old, this is because at that age it is a productive working age and many company employees have worked for 4-5 years.

The validity test carried out in this study included seventeen questions submitted to 40 respondents for validity testing. This is to test the statement items to be submitted to respondents, if

the calculated  $r$  value (corrected item total correlation value) is greater than  $r$  table, the question is considered valid. The validity test results are shown in the following table:

Table 2. Validity Test Results

Statement Item	Rhitung	Rtabel	Description
P1	0.611	0.312	Valid
P2	0.718	0.312	Valid
P3	0.707	0.312	Valid
P4	0.587	0.312	Valid
P5	0.597	0.312	Valid
P6	0.669	0.312	Valid
P7	0.586	0.312	Valid
P8	0.705	0.312	Valid
P9	0.731	0.312	Valid
P10	0.738	0.312	Valid
P11	0.645	0.312	Valid
P12	0.541	0.312	Valid
P13	0.454	0.312	Valid
P14	0.694	0.312	Valid
P15	0.633	0.312	Valid
P16	0.665	0.312	Valid
P17	0.626	0.312	Valid

Source: analysis result

From the table above, it can be seen that  $r$  count is greater than the  $r$  table value of 0.312. So all items on the questionnaire are valid so that they can be used as a reference for further research.

An explanation of the reliability test is indicated by the Cronbach alpha ( $\alpha$ ) value of each variable, which is greater than 0.60, and it can be concluded that the items in each variable statement are reliable. The results of the reliability test are shown in the following table:

Table 3. Reliability Test Results

Variable	Cronbach Alpha	Critical Value	Description
Entrepreneurial Orientation	0.909	0.600	Reliabel

Source: analysis result

From the explanation of the table above, it can be concluded that the questionnaire items are reliable because the Cronbach alpha value is greater than 0.60. Namely with the entrepreneurial orientation variable explained as  $0.909 > 0.60$ .

Based on the research that has been conducted, it can be seen that entrepreneurial orientation in employees of PT Pertamina Patra Niaga - Bandung Retail Sales Area by covering three dimensions in entrepreneurial orientation which include innovativeness, proactiveness and risk taking, collected the average in each dimension as follows:

Table 4. Average Results of the Three Dimensions of Entrepreneurial Orientation

Dimensions	Average Number	Category
Innovativeness	3.89	Good
Proactiveness	3.92	Good
Risk Taking	3.85	Good

Source: analysis result

The three dimensions in entrepreneurial orientation; innovativeness, proactiveness, and risk taking; fall into the good category. This can be categorized as good because according to the value interpretation guidelines, if it shows a value of 3.4 - 4.1 it will fall into the good category.

### 1. Innovativeness

According to (Lumpkin and Dess, 2001) innovation is an important driving force that affects company performance. By having innovative employees, companies can create a dynamic work culture, better deal with market changes, and stay relevant in a fast-changing business environment. Therefore, encouraging and supporting innovation among employees is a very valuable asset for the future of the company and getting feedback back from what has been done by employees who have work or have high motivation.

From the results of descriptive analysis, it is known that the interpretation of the value in the innovativeness dimension falls into the good category, which is 3.89. This is shown in the statement that employees at PT Pertamina Patra Niaga - Bandung Retail Sales Area can market new products for the company, amounting to 4.08. Based on the facts, it shows that this company runs in the sales area function, so that employees who work often innovate in content (Instagram and pamphlets) to market new products owned by the company so that the public easily recognizes them.

The lowest value is in the statement that employees participate with the company in making innovations difficult for competitors to imitate, which is 3.72. This happens because considering that this company focuses only on marketing, or everything related to the marketing process, so making an innovation (product) is not done in this sales area function office. So in this case, the company does not include employees to innovate products.

### 2. Proactiveness

According to (Lumpkin and Dess, 2001) proactivity is one of the dimensions of entrepreneurial orientation that determines whether a company can enter a broader or international context. Therefore, employees must have proactive abilities to take advantage of various business opportunities in various markets. Through engaged employees, companies can achieve higher levels of performance, adapt better to market changes, and create a dynamic and innovative work environment.

From the results of descriptive analysis, it is known that the interpretation of the value in the proactiveness dimension falls into the good category, which is 3.92. This is shown in the statement that employees can promote products through social media, such as introducing the My Pertamina application, amounting to 4.35. Seeing that currently the company is focusing on making the community more effective in being able to use the My Pertamina application. The company focuses on marketing Brightgass products and non-subsidized fuel products such as pertamax, pertamax turbo, dexlite, and pertamina dex. The My Pertamina application is also used as a platform for purchasing subsidized fuel products bio diesel and pertalite which must use a barcode that can only be accessed through the application, and there are other features in the application that require employees to promote the application so that people can use the My Pertamina application. But in fact, there are still frequent obstacles that occur when the right subsidy program using the My Pertamina application is carried out, as explained in the background that the company's partners (gas stations) still often experience obstacles, especially in conducting transactions to purchase bio diesel products, where they feel burdened by fines that are often given by the company PT Pertamina Patra Niaga-Sales Area Retail Bandung related to the purchase of bio diesel products, they consider that the company is less clear when conveying information.

The lowest value is in the statement that employees introduce products to consumers by giving product trials, amounting to 3.55. This is because when companies issue new products, they do not give product trials to the public, but they provide an attractive offer when promoting related products, this is done so that people are more interested so that they will try to use the product by themselves.

### 3. Risk Taking

The success of a company is largely determined by its courage to take risks, especially in uncertain circumstances. Therefore, risk-taking attitudes need to be improved by employees. However, it should be emphasized that taking risks must also be balanced with careful consideration and good planning. Risks taken must be measured, smart, and in accordance with company goals. Employees should also feel supported by management and have a work environment that facilitates healthy exploration and risk-taking (Lumpkin and Dess, 2001). Overall, having risk-taking employees can help companies innovate, develop, and thrive in a dynamic and competitive business environment.

From the results of descriptive analysis, it is known that the interpretation of the value in the risk-taking dimension falls into the good category, which is 3.85. This is shown in the statement that employees can accept consumer requests according to their needs, such as accommodating aspirations, amounting to 4.18. This is shown by providing a form for criticism and suggestions and including a telephone number if there is something to be conveyed regarding the company. To support this, the company also assigns a checker to each gas station, so that a checker from the Bandung Retail Sales Area function office will address anything related to gas stations in an area. But in fact, this is still experiencing problems in line with what is described in the background, that several gas stations often experience problems with losses when filling Dexlite type fuel from the fuel terminal, until now this still often happens at several gas stations, but the company's checker who is given the responsibility to handle this has never provided a solution to the problem. The SPBU feels that the company is considered less courageous to take risks.

The lowest value is in the statement that employees can participate more to build or renovate products for the better, amounting to 3.42. Seeing that the company PT Pertamina Patra Niaga-Sales Area Retail Bandung focuses on the marketing function, so employees in this function office cannot participate more to renovate products, due to several limitations, one of which is that to renovate a product (application, fuel, bbg, and lubricants) can only be done by other company functions, so employees in the retail sales area function cannot do this. However, if renovating or improving a marketing can be done by this sales area function office, the company will provide space for employees to spend their ideas to market products.

## C. CONCLUSION AND RECOMMENDATION

### Conclusion

The closing of the research results using descriptive analysis method shows that the employees of PT Pertamina Patra Niaga-Sales Area Retail Bandung have good proactiveness which is 3.92. Good innovativeness (proactiveness) is 3.89, and good decision making (risk taking) is 3.85. Innovativeness and proactiveness scored the highest compared to decision making. The attitude that is most clearly shown is when employees can market products owned by the company through social media so that they can be better recognized by the wider community, seeing that the company PT Pertamina Patra Niaga-Sales Area Retail Bandung focuses on marketing, so the activities that employees often carry out are marketing products or other things related to all marketing operations. However, there are also some visible shortcomings, namely the decision-making process and the lack of participation in company innovations, such as improving existing marketing techniques.

### Recommendation

This research recommends that companies better understand their resources, optimize and continue to explore the potential that exists in their resources. By improving this, companies will find it easier to get the information needed, build good relationships with stakeholders (consumers, competitors, partners and government regulations). Entrepreneurial-oriented companies by understanding their resources will have more potential to increase their capacity to manage risks, as well as innovation, proactivity, and appropriate responses which are then applied to achieve the best company performance in all respects.

While the recommendation for further research is that entrepreneurial orientation needs to be studied more deeply and specifically, not only to determine the presence or absence of entrepreneurial orientation in a company, but also how much it affects the company. This study has limitations on participation and respondents who are only 40 people from the Pertamina function office. So it is recommended that further research can add the number of participants or respondents and include the head office, so that it is not only the function office.

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