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Foreword

The global economic landscape is still recovering from the prolonged economic crisis which has significantly affected consumer's buying power, hit commodity prices, as well as hampered growth in general. However, in the midst of the crisis, research has shown that family businesses remain a strong and resilient force which helps propel the economy. A Harvard Business Review article argued that family businesses tend to be more frugal and enter recessionary period with leaner cost structures.

According to McKinsey, in emerging economies, family businesses account for approximately 60 percent of the private-sector companies with revenues of \$1 billion or more, compared to less than one-third of the companies in the S&P 500. However, the upward trend for family businesses as a significant part of their national economies in emerging markets remain strong, and will represent nearly 40 percent of the world's largest companies in 2025, up from 15 percent in 2010, which shows the growing importance of understanding family business and its sustainability in the long run in the midst of the current global scenario.

In this regard, the International Conference on Family Business and Entrepreneurship (ICFBE) 2017 is specifically established to be a leading international conference on family business and entrepreneurship in the region and beyond. The conference is championed by President University, a world-class higher education institution in Indonesia which was established to become a reputable research and development center in the region and to set a new benchmark in Indonesian higher education. This conference aims to gather researchers and practitioners to critically share and discuss the latest empirical, conceptual, as well as theoretical findings and trends in the field of family business, entrepreneurship, strategic management, among others.

Unlisted but related sub-topics are also acceptable, provided they fit in one of the main topic reas as follow:

1. Sustainability of Family Business
2. Succession Planning and Family Conflicts
3. Professionalization and Family Culture
4. Entrepreneurship
5. Strategic Management

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**THE EFFECTS OF ENTREPRENEURIAL ORIENTATION
AND TEAM REFLEXIVITY ON BUSINESS MODEL INNOVATION
TO ACHIEVE SUPERIOR ORGANIZATIONAL PERFORMANCE
(*Study of Entrepreneurship on Hospital Organizations in Indonesia*)**

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Abstract

Organizations are increasingly depending on teams to innovate and respond to the rapidly changing marketplace. The team reflexivity and entrepreneurial orientation as strategic orientation of the organization will play the main role by engaging the team to be risk-taking and more proactive in order to meet customers' needs as well as creating competitive advantage. The aim of the paper is to explore the effect of these two factors towards business model innovation, in the context of the healthcare industry, especially in the hospital industry in Indonesia, which are currently in a state of disruptive change due to policy reforms. On one hand, inter-profession teams in hospitals generally tend to be reflexive that is appropriate to the high-risk nature of their duty, but on the other hand requires a flexible attitude which constitute of the entrepreneurial orientation dimensions. This conceptual paper is expected to enrich the understanding regarding the importance of team reflexivity and entrepreneurial orientation as essential building blocks of the organizational innovation process, which will implicate hospital organizations to achieve competitive advantage through business model innovation.

Keywords : Team reflexivity, Entrepreneurial orientation, Business model innovation, Hospital organizations

1. Introduction

Facing the dynamic external environment and the challenges of market competition, the organizational performance will be determined by its ability to develop new products or services

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(Teece et al., 1997), or innovate their business models (Casadesuss-Masanell & Ricart, 2010). The concept of strategic entrepreneurship is an appropriate approach to overcome that challenges, because it is argued that creativity is needed not only in the exploration stage, but also on the whole process within the company, including the exploitation phase of the entrepreneurial opportunities. In the process of finding these opportunities, the concept of creativity and innovation as the application of the entrepreneurial mindset become an important part, as the fundamental course for managing assets strategically or organizational resource orchestration to achieve competitive advantage of the firms (Ireland et al., 2003).

Innovation has been highlighted as a core competence for contemporary organizations to maintain or enhance effectiveness in rapidly changing and challenging environments (Bledow et al, 2009). Therefore, it was concluded that if a company wants to develop the innovation, the company is required to be able to demonstrate their creativity (Ireland et al., 2003).

Team-based organizations can respond quickly and effectively in the fast-changing environments, they enable organizations to develop and deliver products and services quickly and cost effectively, enable organizations to learn, and promote positive outcomes such as innovation (West et al., 2004). The team's role in organizational innovation attracted many researchers, because previous research showed a lot of inconsistency. The impact of the team can be facilitated or make a positive effect on creativity and innovation team (as a motivating factor); but also can indicate a negative influences or as a barrier to innovation (Anderson & West, 1998; Drach-Zahavy & Somech, 2001). The inconsistency aroused the interest to explore further especially with different contexts and different approaches theoretical basis (Fay et al., 2006).

Innovation as the output performance of the creative team can have an impact not only to the team itself, but also to the level of the individual, organization, or a combination of several levels at once or multilevel (Anderson et al, 2014), and even can also affect the wider society (Somech & Drach-Zahavy, 2013), depending on the type and level of innovation. With the power of a great impact, the authors feel the need to explore team determinant factor that will determine the effectiveness and innovation of the team, so the role of the team can provide a positive influence on the effectiveness of the organization, which in this case in the form of business model innovation. The determinant factors are divided into three categories which are team composition, social processes and cognitive factors, each of which is formed by several different elements (Reiter-Palmon et al., 2012).

In this paper, the author focused on the team reflexivity (as a cognitive factor) that will affect the rate of innovation (Reiter-Palmon et al., 2012). Team reflexivity is a mean or mechanism of the team and its members, in order to be aware constantly of the achievement of goals and strategies, which can produce more innovations than the teams that are non-reflexive (Schippers et al., 2015). Team reflexivity, the extent to which teams collectively reflect upon and adapt their working methods and functioning, is an important predictor of team outcomes, and most importantly innovation. (Schippers, 2012)

With the benefit of team reflexivity in maintaining the consistency and unity of team goals, then it is very essential position in the context of an organization that is dominated by a complex task, or organization with a level of uncertainty is high like the innovation process, or organization with the problem of excess workload of its members (Hoegel & Parboteeah, 2005; Labitzke, 2015). Those characteristics found in cross-functional teams that collaborate across many different professions within health care organizations such as hospitals (Labitzke, 2015; Schippers, 2012).

Simultaneously with the process of innovation and reflections by members of the team, the difficult work conditions while delivering the performance of an effective team completed its work, constantly does reflexivity in teams (Schippers et al., 2015). To summarise, reflexive practices enable the organisation to be more adaptive. Flexibility and reflexivity for innovation and responsive to external demands, generating discontinuous learning and employees' 'conceptual readiness' for innovation (West, 2002)

Beside the team factor which can influence organizational innovation as mentioned above, an organizational factor which encouraging change is required to create innovation , namely entrepreneurial orientation. It was characterized as a company's strategic orientation formed by entrepreneurial dimensions (Covin, 1991; Kuratko et al., 2015), demonstrated through a flexible attitude, creative, and innovative, ongoing and encouraging reform (Ireland et al., 2003). Entrepreneurial-oriented perspective was considered the most appropriate to deal with an uncertain environment, due to the proactive characteristics that tend to innovate continuously, while other companies do not realize to have to do it (Covin & Lumpkin, 2011).

From strategic management perspective, entrepreneurship principles increasingly occupy important position, because both have the same focus which is wealth creation that achieved through the determinants of firm performance (Hitt et al., 2001). The concept of firm level entrepreneurship has been recognized as an integral part of strategic management (Burgelman, 1983; Barringer & Bluedorn, 1999), especially the concept of entrepreneurial orientation from Miller (1983) used in this study, as the perspective of the most dominant (Rauch et al., 2009) and most established (Wales, 2015).

Entrepreneurial orientation is considered very prominent and widespread so as to get the attention of scientific publications academics, exceeding the discussion of other entrepreneurial topics (Wales et al., 2013; Covin & Lumpkin, 2011). Entrepreneurial orientation is a strategic dimension of the organization, and show entrepreneurial behavior organization of time to time, which means it has an entrepreneurial pattern repeated or recurrent (Wales, 2015).

It argued that entrepreneurial orientation triggered a business model innovation as a significant transformation in the way doing business is arranged and organized. (Bouncken et al., 2016) . This requires a mode of explorative business model innovation focusing on increasing reflexive capacity, mobilizing networks and collaborations, and new organizational arrangements. (Gorissen et al., 2016) .

Implementation of entrepreneurship related to the business model innovation in the context of the health care industry, especially hospital industry sector has not been widely known. Even to say there is a rejection of the innovation of several parties involved in the health care industry, including physicians (Herzlinger, 2014), whereas innovation is a key element of entrepreneurial principles (Covin, 1991). But in line with the development, it has now recognized the urgent need to use an entrepreneurial mindset in improving the health care system, which is considered a mistake in the competition so that the need for policy reforms related to the industry, which is now proceeding transition (Porter & Tiesberg 2004; Porter & Lee, 2013, Christensen et al., 2009). It is still needed a lot of empirical evidence in implementing the concept entrepreneurship within a hospital organization (Rauch, 2015) .

2. Literature Review

2.1. Team Reflexivity

Team reflexivity is defined as understanding between team members as a result of the self-reflection process on what the objectives, strategies and processes that have been implemented and used for the adjustment of the current step and anticipates the future under the conditions of internal and external teams and organizations (West, 1996). At high reflexivity in a team, the team will be better adapted to the conditions, uncertain, as a challenge to the process of innovation, especially in exploration opportunities or new product development (Hoegl & Parboteeah, 2004).

Members of a group bound to face many obstacles in the effort to coordinate, strengthen relationships with fellow members to unify thinking. Therefore, a team would require a mechanism in teams to manage and identify the frustration arising from the difference, as the prevention of disruption of team performance (Tjosvold et al., 2004). Management mechanism in this team called the team reflexivity, which describes the situation in the team, which allows its members to collectively reflect his perception of what has been and is being made by a team; and adjusted the objectives, strategies and processes that are running in the team, based on the results of these evaluations perception (West, 2002).

Some research showing that there is a direct effect of reflexivity towards innovation than a team that show lower level of reflexivity (Hulsheger et al., 2009; Schippers, 2012). It is argued that team reflexivity also directly affect team creativity and innovation (Tjosvold et al., 2004; Schippers et al., 2015) or support effective project teams on new product innovation (Hoegl & Parboteeah, 2006). Therefore team reflexivity have the role as antecedents of team creativity and innovation. Due to the reflection, the team can quickly change the strategy considered to be ineffective, as a result of studying the success or failure of the previous process (Schippers et al., 2007). It shows that the collective reflexivity based on the concept of team-focused learning (Cirella et al., 2014). Teams with high reflexivity will show activity continuously improve its performance (West et al., 2004)

The mechanism of team creativity and innovation with the team reflexivity is described in terms of the context of certain conditions. Team reflexivity is generally found in the complex team or dynamic tasks (Tjosvold et al., 2004), or in the form of high workload demands with the highly specific job characteristics (Schippers, 2012); or on conditions that require correction due to their very poor performance or declining (Widmer et al., 2009).

In the context of the conditions that indicate a high job pressure, then the team will examine and repeatedly questioned about the strategies and processes that are running at that time, and judge it as worth continuing or not. This means that reflexivity can be said to be related to changes in the environment, which requires adaptation of the organization, so it is argued that the team's ability to monitor and react to internal and external environment that is known as reflexivity (West, 2002). In these conditions, the activities of learning from past experience, considered to be a crucial factor and essential in reflexivity. It is said that naturally, the team reflexivity can occur in an environment of cooperative among its members (Tjosvold et al., 2004).

Judging from these mechanisms associated with team creativity and innovation, it can be understood that the reflexivity that produce learning of the achievement of the past, of course the team will be initiated to bring up new ideas are more creative, in contrast to the previous, with clearer plan. It is argued that the key indicators for the innovation is the team reflexivity (West et

al. 2004). Team reflexivity is proved actively formed by members of the team, to influence working conditions. This means that even though the team is working in a situation that does not overly support creativity and innovation, but with high reflexivity and purposeful team, otherwise can steer the situation to become more creative (Schippers et al., 2015).

With the benefit of reflexivity team in maintaining the consistency and unity of team goals, then reflexivity team is very essential position in the context of an organization that is dominated by a complex task, or organization with a level of uncertainty is high like the innovation process, or organization with the problem of excess workload of its members (Hoegel & Parboteeah, 2005; Labitzke, 2015) Characteristics like that found in cross-functional teams that collaborate across many different professions within health care organizations such as hospitals (Labitzke, 2015; Schippers, 2012). Team reflexivity resulted on the detail of planning, covering potential problems, and organizing the implementation of planning, whether it is long as well as short range planning, which is thought as an interactive process consisting of three components : reflection, planning and action (Widmer et al., 2009).

In summary it is argued that by enhancing team reflexivity, firms can make sure the uniqueness and newness of the new product with continuously improvement to the product lines (Lee, 2008), which also can occur through business model innovation (Chesbrough, 2010). The more innovative the business model of the organization, it will also increasing reflexive capacity (Gorissen et al., 2016).

Proposition 1: The team reflexivity has a positive influence on business model innovation

2.2. Entrepreneurial Orientation

Entrepreneurial orientation defined as the attitude of firm's behavior in order to pursue new opportunities through a combination of internal resources (Miller, 1983). Other definitions mentioned as a form of organizational decision-making, management philosophy, and strategic behavior, characterized by entrepreneurship. The importance of entrepreneurial orientation seen from studies showing significant influence on the superior performance of the organization, so that companies in the 21st century that are not behave entrepreneurially will certainly experience failure (Kuratko, 2009).

Entrepreneurial orientation expressed as the process of formation of corporate strategy (Miller, 2011) and is known as a strategic posture of the organization that exhibits innovative attitude, proactive and risk-takers, as a whole or unidimensional (Covin & Slevin, 1989, 1991; Wales, 2015)

The first dimension of entrepreneurial orientation is the innovativeness that reflects the tendency or propensity of companies to use or establish any new technology or way of working, making it necessary to change from routine jobs that existed before. Companies tend to form creativity and experimentation (Rauch et al., 2009). It can also be the emergence of creative new ideas, new breakthroughs and experimentation process that will encourage the emergence of novelty in technology, products and services (Wiklund & Shepherd, 2005).

The second dimension is proactiveness, which is described as anticipatory attitude and the pursuit of new opportunities and respond to the challenges ahead of competitors in the market of the newly formed (Rauch et al., 2009). Additionally a proactive stance can be considered to form the environment for example for their new products and technologies as well as new administrative processes, and not reactive face of a changing environment. Proactive is mentioned

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as the first initiation an attitude of innovation, so that there is an element of speed and act first when viewing opportunities (Miller, 1983).

The third dimension is the risk taking who is defined as the level of willingness to risk managers or resources committed to putting in a large amount in a risky position, calculable value of the loss in case of failure (Miller & Friesen, 1982). So we can conclude that entrepreneurial orientation is the orientation of the attitude of the organization towards entrepreneurial activity (Antoncic & Hisrich, 2003), and reflects the policy, implementation, and the process of formulating a strategy on which to base decision-making and entrepreneurial activity of the organization (Rauch et al., 2009)

Associated with the dimension of entrepreneurial orientation that support change (innovative and proactive) as well as the tendency in decision making with measurable risk, then it is mentioned that entrepreneurial orientation is as a trigger of business model innovation (Bouncken et al., 2016).

Entrepreneurial orientation affects business model innovation to prevent the status quo of the organization, which is due to inertia. This can occur because of the attitude of risk-taking, accept the existence of competition and proactive behavior by strengthening certain circumstances that is changing regarding the content, structure and governance of the organization's systems activities (Amit & Zott, 2010).

This explained that the selection of a company's activities, and how it is implemented, showing the interaction between activities and the mechanism for the governance of activities refer to the dynamics rules, can be changed rapidly caused by the firm's entrepreneurial orientation (Chesbrough; 2010; Amit & Zott, 2010). By encouraging entrepreneurial orientation endogenously, a firm represented experimental attitude and look for potential new business models, before the pressures of external changes are forcing changes in the business model (Chesbrough, 2010).

Proposition 2: The entrepreneurial orientation has a positive influence on business model innovation

2.3. Business Model Innovation

In the face of the threat of disruptive change, then innovation is said to be the only solution to meet the challenges of competition, for the salvation of the organization (Kim & Maubourgne, 2005). As is known, the type of innovation implemented by the entrepreneurial company is an effort of adaptation reaction to the environment by creating new opportunities. For the disruptive change of external environment then the type of innovation needed as an answer for the organization's survival is likely to be revolutionary, rather than evolutionary (Assink, 2006) or with a high level of disruptiveness. That condition requires an innovation which is not only about products or services and methods alone but an innovation of the pattern of corporate thinking and new ways to create and capture value for stakeholders with new ways to earn income (Casadesuss-Masanell & Ricart, 2010), which is referred to as business model innovation.

Business model innovation is measured by the three-dimensional constituent. The first dimension is the value creation innovation which is defined as the ways and means used by companies to create value throughout the value chain, by utilizing the resources and capabilities within and

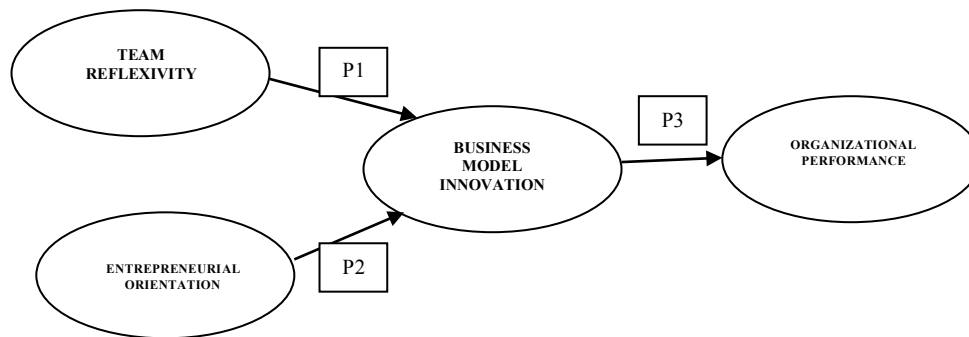
between organizations process (Clauss, 2015). The second dimension is value proposition innovation, which lists problem solving and how to do deals to clients (Clauss, 2015, Johnson et al., 2008). Finally, as the third dimension is value capture innovation which describes how value can be transformed into income (Clauss, 2015).

Innovation in the organization will require resources and bring uncertainty and the risk of an ignorance (Assink, 2006). Nonetheless expressed as a single solution - only to escape a hypercompetition (Kim & Maubourgne, 2005). Many studies have concluded that the effect of innovation on the performance depicted varied, inconclusive or contradictory, especially for small and medium-sized firms. Stated that this relationship will depend on the context, such as the age of the company and the type of innovation (Rosenbusch et al., 2010).

In this study it is argued that in the context of innovation in hospital organization, the more innovations that lead to market expansion and introduction of products services and processes are completely different to the one for this or facilitating access to reach new market segments. Business model innovation created the formation of value not only improve economic indicators, but also have an impact on social benefits in the form of the legitimacy of the organization of society and government (Hitt et al., 2011). It is argued that business model innovation will open the access of services for a growing number of community members who previously did not constitute service users in the organization (Christensen et al., 2009), so that will improve hospital performance (Bouncken et al., 2016).

Proposition 3: The business model innovation has a positive influence on organizational performance

Based on the above explanation proposed research model as follows :



3. Research Method

The design of this study is a mix of quantitative and qualitative methods (mix-methods) (Terrell, 2012), which aims to explore and explain the relationship between variables and measure the strength of correlation and causal relationship between the independent variables and the dependent variable is described in the research model. Qualitative techniques are needed at an early stage, namely as an exploratory study in order to obtain a general understanding and to better understand construct and hypotheses that was built in the conceptual framework of the study (Wahyuni, 2015). Qualitative research techniques also performed at the end of the research

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phase, to validate the conclusions of statistical data processing, in order to obtain significant meaning for informants who earlier also participated in exploration studies (Terrell, 2012)

The study will be conducted by using private hospitals as unit analysis, located in Jakarta, Depok, Tangerang, South Tangerang, Bekasi and surrounding areas. Due account geographical area is associated with the density distribution of the number of hospitals that are considered sufficient to have a variation of the variables analyzed. Another reason of the selection of the city-level location, because the studies concerning entrepreneurial orientation, would be more appropriate for the organization headed by hospital managers with sufficient understanding of the hospital management, which while it is believed to be mostly found in urban area.

The data to be obtained is the perception of top managers and mid-level of the entire process associated with the condition, activities and processes related to entrepreneurial orientation, which is the strategic position of the hospital organization. This is related to the strategic role of top and middle management in the hospital organizations, which will determine the firm's strategic posture which exhibit a proactive, innovative and risk-taker with a full calculation behaviour (Ireland et al, 2009). For technical retrieval of data from the respondents of this study was based on purposive sampling, according to the list of the member of Indonesian Hospitals Federation or Perhimpunan Rumah Sakit Seluruh Indonesia (PERSI).

Data Analysis

The analysis of data to be collected in this study will be done by using Structural Equation Model (SEM). Therefore, the statistical process must follow criteria that are in SEM.

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