

PERIPHERAL VISION CONTRIBUTION TO THE INTENTION TO SUSTAIN BUSINESS AND ENHANCE GREEN AREAS

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**PERIPHERAL VISION CONTRIBUTION TO THE INTENTION TO
SUSTAIN BUSINESS AND ENHANCE GREEN AREAS**

促进可持续业务和增强绿色领域的周边愿景贡献

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Abstract

The aim of this study, which is related to the outbreak of COVID-19, is to analyze the contribution of peripheral vision towards Micro, Small, and Medium Enterprises' intentions to sustain business and enhance green areas. It is important to examine peripheral vision because business people's perception of a weak signal of changes in their external environment can have a wide impact on their long-term performance. They have to pay more careful attention, know how to interpret weak signals, and know how to act when the signal is still ambiguous. The type of study is qualitative and is based on a sample of Micro, Small, and Medium Enterprises business in Bayat Klaten, Central Java. Structured questions were given to batik Micro, Small, and Medium Enterprises who used natural colors (not synthetic dye) in their batik coloring process. Researchers conducted data analysis with a triangulation method using documentation, interview, and direct observation in the field. The results of the study prove that the batik Micro, Small, and Medium Enterprises in Klaten have conducted peripheral vision even with a simple practice. They realize that peripheral vision needs to be conducted to increase their intention to sustain their business and increase green areas in their region. This study enriches research literature about peripheral vision associated with COVID-19 in its focus on the increased intention to sustain businesses and green areas by Micro, Small, and Medium Enterprises in Indonesia.

Keywords: Peripheral Vision, Business, Green Area, COVID-19

摘要 这项研究与新冠肺炎的爆发有关, 其目的是分析外围视觉对微型, 小型和中型企业旨在维持

业务和扩大绿地的意图的贡献。检查外围视野非常重要，因为商人对外部环境变化的微弱信号的感知可能会对其长期绩效产生广泛影响。他们必须更加仔细地注意，知道如何解释微弱的信号，并且知道在信号仍然不明确时如何采取行动。研究的类型是定性的，并且基于中爪哇省巴亚特·克拉登的微型，小型和中型企业业务样本。蜡染微型，小型和中型企业在其蜡染着色过程中使用了自然色（而非合成染料），因此提出了结构性问题。研究人员在现场使用文档，访谈和直接观察的方法通过三角剖分法进行了数据分析。研究结果证明，即使是简单的练习，克拉丹的蜡染微型，小型和中型企业也可以进行周边视觉。他们认识到需要进行周边愿景，以增强其维持业务和扩大该地区绿色区域的意愿。这项研究丰富了有关与新冠肺炎相关的周边视觉的研究文献，其重点是印度尼西亚的微型，小型和中型企业越来越多地打算维持企业和绿色区域。

关键词：周边视觉，商业，绿色区域，新冠肺炎

I. INTRODUCTION

The COVID-19 virus outbreak has become a world pandemic. The outbreak has had a major impact on all industrial sectors in Indonesia, including Micro, Small, and Medium Enterprises (MSMEs) in rural and urban areas—especially Klaten, Central Java. MSMEs should follow the local government prohibition on leaving the house and emphasis on working from home. The COVID-19 virus outbreak has created a dilemma. On one hand, folks are worried about their businesses; on the other hand, they must also consider the sustainability of their business. There is a deep fear that what people have pioneered so far will fail, when they have succeeded so far in their area. The COVID-19 case requires MSME actors to have good peripheral vision. When running a business, companies may face a series of environmental problems. What does this mean for our business? Which issues need to be paid more attention to, and which can be ignored? With the increasing complexity and speed of recent changes, peripheral vision capacity is very important in order to succeed or survive, as the nature of peripheral vision is unclear, uncertain, and changing [1], [2].

Many organizations lack curiosity in regard to peripheral vision. More than 80% of senior executives in the world who are tested using the strategic eye exam feel that their peripheral vision capacity does not fulfill their needs [1], [2]. This lack of peripheral vision causes a "vigilance gap." The peripheral vision system of an organization is more focused on the task at hand. This condition will only provide short-term performance benefits and will lead to long term difficulties, especially when environmental changes occur. Weak signals that must be considered are often masked by irrelevant and disturbing noise. Good peripheral vision is not just about feeling, but also knowing where to pay

attention more carefully, how to interpret weak signals and how to act when the signal is still ambiguous [1], [2].

The Klaten Regency Government continues to boost creative MSMEs to grow and develop in regard to poverty alleviation, especially in the red zone area. Creative MSMEs are helping local governments alleviate poverty, absorb labor, increase economic growth and generate a green area that is beautiful and sustainable, especially for creative MSMEs that utilize natural resources from their respective regions. The green area that is expected to develop continuously is in the Kebon Bayat, Klaten, Central Java. Some follow-up actions that have been taken by the local government include collaborating with several universities to develop the area into a green area pilot, which will allow several businesses to develop. However, it seems that the impact of COVID-19 has created several obstacles to MSMEs in this region. Therefore, this study wants to know how far the impact on peripheral vision influences the intention to sustain business and increase the green area of batik MSMEs in Bayat District, especially those belonging to the Kebon Indah and Banyuripan communities.

II. LITERATURE REVIEW

A. Peripheral Vision, Intention to Sustain Business and Enhance Green Area Performance

[2] state that the main key of peripheral vision is look at the relevant signals and explore them, filter out noise, take advantage of opportunities that arise before competitors, and recognize warning signals before major problems occur [2]. Many organizations do not have enough ability to look or see the surrounding environment. The result proves that 80 percent of 150 senior managers have the ability to look around which is decreased from what they need. The average

peripheral vision required is above 5 out of 7 scale points with initial capacity at scale 4 (Figure 1).

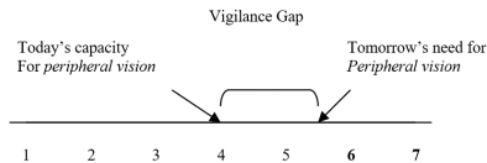


Figure 1. The rising need for vigilance [2]

Nevertheless, some companies have peripheral vision that is sufficient to fulfill the needs from their environment. Figure 2 explains the relationship between peripheral vision and the environment.

		Strength of capability (Strategy process, culture, configuration, capability)	
		Low	High
Need for peripheral vision (complexity and volatility of environment and aggressiveness of strategy)	High	Vulnerable	Vigilant
	Low	Focused	Neurotic

Figure 2. Peripheral vision and environment [2]

According to Figure 2, the focused companies have a narrow vision in a relatively stable and safe environment. A vigilant company has highly developed peripheral vision facing more complicated environment than what they faced before, while some companies have excess peripheral vision that causes neurotic companies to experience sensory overload. The vigilant company observes everything even though they are in a quiet environment, but a quiet environment like this causes information overload and lack of attention, making the companies not as competitive itself as their more focused competitors [2].

The survey revealed that companies are easier to attack while vulnerable, such as being unable to look around while operating in an environment or using a strategy that requires strong capability to observe business twists. This results in being shortsighted and focused on existing businesses while factors of their business model or industry change. Not only does this have an impact on the organization but also on individual careers. These organizations must improve their peripheral vision to adapt the challenges of their strategy and environment [2].

When associated with external environments, several studies conclude that the business environment and external conflict of a country contribute to entrepreneur motivation. The business environment is the most important factor in predicting entrepreneurial motivation [3]. When someone is satisfied with the external

environment and has a high level of readiness, the intentions of the entrepreneur may increase [4]. In Indonesia, the external environment significantly influences the entrepreneurship interest as well [5], [6]. Factors that influence entrepreneurship development are socio-economic conditions, entrepreneurial and business skills, and financial assistance [7]. In this case, when someone has a good socio-economic condition, excellent skills in entrepreneurial and business, and has financial assistance from their surroundings, they will be able to have entrepreneurship development.

Furthermore, in creating and enhancing green areas, there are several concepts offered in implementing environmental friendly developments, including ecological preservation, green technology, and environmental pollution deduction [8], [9]. The three principles must harmonize toward sustainable regional development in areas such as economics, ecology, equity, engagement, and energy [10], all which are directed towards sustainable development, namely meeting the needs of the current generation without reducing the future generations' opportunity to fulfill their lives [11]. There are several indicators to ensure sustainable development in a company, including: (1) has a long-term economic and social-environmental basis for future generations, (2) easily understood and accepted by the community, (3) can be quantified, (4) sensitive to changes in society, (5) predictive and anticipatory, (6) has a reference, (7) has a certain quality, and is time sensitive [11].

The study of [12] offers a model to build a green area in Portlandia through the "Porter's Diamond" model. The area will be green, healthy, and have high competitiveness by considering elements in Porter's Diamond, namely: (1) demand conditions include local power and export demand, (2) condition factors include costs, infrastructure, resources, and technical and scientific knowledge, (3) related industry support includes local resources, and (4) each company has different company strategy and they determine the level of competition by themselves. Education, training, research, and regional capacity development must be pursued continuously by involving the community, MSMEs, and local government to implement the framework of a sustainable or environmentally friendly green area. [12] also identified areas to support the development of green areas by realizing the potency to develop the economy and offer a green building's mapping that could foster sustainable green areas. Green areas can

accelerate sustainable resources for economic development [12], growing and developing clusters in a sustainable manner [11], [13].

III. RESEARCH METHODS

This study uses a case study approach since the researchers focus on one certain object. [16], [17], [18], [19] emphasized that case studies are usually used to answer the questions "how and why." This is very important and appropriate to obtain in-depth knowledge about the studied symptoms of the research and to determine the strategies used to obtain the data. Case studies are a series of scientific activities carried out with intensive, in-depth detail about a program, event, and/or activity to gain knowledge about the event. The event chosen in this study is the COVID-19 pandemic [16], [17], [18], [19].

This study was conducted in Bayat District, Klaten, Central Java, Indonesia. The participant of this study is the owner of Batik MSMEs because Klaten is famous for having a batik industry that continues to grow and develop rapidly, especially in the Kebon and Banyuripan regions, Bayat District. This region is famous for having abundant natural resources and is expected to become a pilot area for others, especially for the arrangement of green areas. The type of study is descriptive and qualitative by using primary and secondary data. Primary data were obtained from three owners who also act as business managers, so they understand the external conditions that occur in the field, especially the COVID-19 case [14], [15].

These three participants are the managers of the two large communities in Bayat and have an orientation on batik business development based on the coloring process of natural materials. Natural materials, such as roots and leaves from surrounding trees, were obtained from the local area and traditional markets. The interview is conducted so that researchers can more accommodate the answers because they are key participants. The researchers consider some criterias, namely credibility, dependability, and confirmation [16], so the data can be accounted for. Validity testing is conducted by finding reference sources, re-checking with participants, and consulting with experts. Researchers also conduct careful field observations to be more reliable. Researchers conduct interviews in an open and structured manner and direct according to the COVID-19 theme and its impact on the intention to sustain the business and organize the green area around their business continuously. To improve the reliability of the study, triangulation

is carried out by interviewing existing staff in the field and the local community.

IV. RESULTS

The focus of this study is the contribution of peripheral vision towards increasing intentions to sustain businesses and green areas due to the impact of the COVID-19 outbreak.

The result shows that three key participants concluded the need to conduct peripheral vision carefully. Actually, the main key for batik MSMEs is look at the relevant signals, explore them, filter out noise, take advantage of arisen opportunities before competitors and recognize warning signals before major problems occur.

Even though the COVID-19 problem continues, MSMEs should adjust themselves to the environment demands. Peripheral vision needed by organizations must be adjusted to the strategy, industry dynamics, and environmental changes. The increasing speed and complexity in the environment leads to greater need for peripheral vision. Other alternative scenario is business strategy need to be carefully considered so that the managed MSMEs able to survive. Green business practices that have been implemented must be implemented continuously. Pro-environment behavior makes batik MSMEs in this region famous and establish as MSMEs that have a commitment in sustainable management of green areas.

The interview results with the key participants explain that they are more familiar with the term CORONA than COVID-19. More complete interview results can be written as follows ...

A. Participant 2: X

"So far, our Batik MSMEs has conducted a green practice ... we have dried our batik clothes in the sun, reduced synthetic waste by using natural colors... but CORONA outbreak made us confused ... what should we do? we are afraid of the plague even though our raw materials can be sent from outside, but our production dropped dramatically ... guests visiting also drastically reduced '.

'We rarely held regular meetings now because we obey the government's prohibition that not to gather... we coordinate through whats app but we are not satisfied ...'

'We are afraid that the trees and plants we planted around us will be damaged ... no one will take care of them ... we are afraid to get out of the house ... afraid of the plague ... because the bad effects is die ... we don't know where we will buy materials for the production process if they run out ... but we think we have to get up and our

business has to go on ... we have to work hard ... if not, pity our family and friends ...'

B. Participant 3: Y

"We want our business not stop and keep going ... even though there is a CORONA outbreak we have to survive and rise. We want to leave the legacy of our business to our children and grandchildren ... so that it can be used to support our families, help neighbors who are unemployed ... in order to create a beautiful and comfortable green environment in our region"

"We continue to monitor the development of the batik business outside through television, Whatsapp and Facebook ... It is very important so we can manage the sales strategy well ... this is because visitors that come to our outlets is decreasing... due to the CORONA outbreak" .

"The name of our community is 'Kl'...in this community there are a lot of MSMEs and we shared the work ... starting from batik pattern, giving wax layer, coloring process, and so on ... even though written batik requires a long process but it is okay ... we satisfied and we want to keep our business ... we are like a family"

"We have succeeded in exporting our batik abroad ... requests from abroad are very huge ... but because of CORONA, our demand has decreased ... fortunately there have been a number of orders from companies and government agencies so that they have helped us a little ..."

"We are aware that our region will be a nature tour ... therefore we must take responsibility to preserve the environment because it will be beneficial to sustain the welfare of the local community we must be a good community and obey the government and religious scholars ... even though our education is not high ... but we want to continue study ...'

C. Participant 1: Z

"Our batik demand is decreasing ... due to CORONA ... we have difficulty to sell it ... usually the demand is good and continues to grow ... we are also rarely visited by domestic or foreign tourists because of this plague ... we are sad ..."

"We use raw materials which are shipped from outside our region ... for fabrics, we can still use ... but for the coloring process we are confused ... usually we get them from the surrounding environment and traditional markets around us ... but now people can no longer fulfill ... they are starting to worry if they leave the house. "

"Until now we still have a strong desire to keep the environment green ... our batik business has being legacy... we hope that this situation will soon be better ... we are pity our workers who cannot work anymore ... because inevitably we have to be efficient ... "

"Even though there is CORONA ... we must support our local government which has determined our area as a nature, education, and cultural tourism area ... therefore, we must protect and preserve our nature ... so that it continues to grow green, beautiful and sustainable in order to attract visitors from outside to come to our place .. enjoy our village and at the same time buy our batik '

"The batik creativity in our place has greatly developed ... as a cultural heritage we must preserve it ... because we do not want and worry that regeneration will disappear ... so we continue to monitor its development ..."

"There are economic and social aspects, sir ... our batik has ever been able to reach a profit of 100 million per month ... this really help us to produce and make donations to the poor ... also buy tree seeds and flowers that we share with MSMEs who join our community ... "

"We really haven't made IPAL because expensive ... we think it is not needed because the coloring batik process from natural colors and not synthetic so we just throw it in the rice fields and the surrounding environment ... because the waste is harmless ... we keep thinking about environment..."

It should be noted that each competing action and response from the company will affect the competitive dynamics of the industry. The most important things are the first, second, and final movers [20]. [1] explained that one of the arguments that is often suggested despite the fact that it is risky is to gain an advantage as a first-mover. This is because managers believe that profits will be generated by companies that actively feel the signal early, who anticipate threats or opportunities before their competitors, and who move without hesitation. First-movers can shape the rules of the competition by overtaking competitors (slower-movers), strengthening their positions and channels, and attaining leadership positions. Empirical evidence provides a more complex picture of the advantages of first-movers. These advantages are only realized by successful predecessors or pioneers. However, being a first-mover does not automatically bring advantages. Only a few pioneers really manage to lead the market. On the contrary, followers (fast followers) who have strong funds and learn from their predecessors

receive many advantages. In order to be an intelligent fast follower, strong peripheral vision is required. When buyers, suppliers, and competitors join a design, the main source of uncertainty can be eliminated. Fast followers often wait for a dominant design to start appearing, then step in quickly to become a part of the market development. Time is important for fast followers. Being a fast follower also gives companies more time to investigate and study their predecessors. Successful fast followers must carefully monitor their surroundings and the initial indicators of the emergence of the dominant design. They must learn from the pioneers even with slower action. Since fast followers postpone their investments and actions, they will face lower risks because they do not have to learn more about an uncertain future [1], [20], [21].

V. DISCUSSION, LIMITATIONS, AND IMPLICATIONS

Based on the study results, it can be concluded that peripheral vision is highly valued by them and has been conducted with a simple practice. The batik owner and managers who become the respondents in this study have realized that the batik business must be maintained so that it can contribute to the local family and community economies. They have a strong intention to sustain and improve their business. They also support the government's efforts to create nature tourism in the Bayat village of Klaten Regency by practicing efficiency in the batik design process, using the natural coloring process, and the service process to deliver it to the customers. Businesses conduct green area improvement by planting trees and green plants, and through conservation behavior and sustainable energy efficiency.

The limitation of this study is that it only has three participants. It is feared that the results cannot be generalized. Researchers conducted in-depth interviews in the field before COVID-19 cases increased and there was an order from the government to work from home (WFH). To complete the following data, interviews were conducted via telephone and WhatsApp. This study implies that it is important for batik MSMEs to have a peripheral vision that can contribute to increasing their intention to sustain their business. Batik MSMEs have to enhance their region so it can be greener and more attractive to increase sustainable competitiveness. Being a first-mover can be something interesting, but it still must consider the costs and risks that will be borne. This must be calculated carefully

and thoroughly in order to remain a winner in the middle of the pandemic just as nowadays.

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