

The Effect of Market Orientation and Entrepreneurship Orientation to Competitive Advantage and Performance

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ABSTRACT: This study aims to explain the effect market orientation, entrepreneurship orientation and competitive advantage on performance. The population in this study was all Micro, Small and Medium Enterprises enrolled in Bali. Samples taken based on probability sampling techniques are simple random sampling, where researchers provide equal opportunities for each member of the population (employees) to be chosen as samples randomly regardless of the strata in the population itself with a total sample of 100 enterprises. This examination tried by quantitative techniques with SEM-PLS investigation. The consequences of theory testing demonstrate that 1 of 5 speculations were dismissed. Market orientation not impacts on performance. Market orientation and business enterprise orientation has positive and significant impact to competitive advantage. Business orientation and competitive advantage has positive and significant impact to performance. The example utilized in this examination is restricted with regards to Micro Small and Medium Enterprise. Proposals for further research by including another variable that was not recently contemplated. Useful ramifications in this examination is industry administrators ought to adjust their CPMS to incorporate estimates explicit to intra-hierarchical business enterprise and development and should seek after more noteworthy comprehension of changing client inclinations. This examination offers performance to improve business orientation and item advancement with the goal that it will expand competitive advantage which effects on MSMEs performance.

Keywords: Market Orientation, Entrepreneurship Orientation, Competitive Advantages, Performance

1. INTRODUCTION

Micro, small and medium enterprises (MSMEs) have an important role in the development and growth of the Indonesian economy, this is because MSMEs are independent, productive businesses carried out by individuals or business entities in all sectors of the economy, so that they can assist Indonesia in trading broader. The number of MSMEs is a great potential in the economy. MSMEs are a vital business segment in driving economic growth and progress in Indonesia. MSMEs can play a role in increasing employment, state development, and are important for distributing development outcomes [1].

MSME as an instrument that is demonstrated to have the option to improve the way of life of the network has turned into the primary concentration for creating nations. This is on the grounds that MSMEs are a segment of help with making business openings, accordingly improving expectations for everyday comforts for distraught individuals. The positive effect felt is the development of the economy and improvement in a nation 2. Ref [2] The characterization of MSMEs is isolated just dependent on the quantity of laborers utilized paying little heed to whether the organization utilizes hardware or the measure of capital

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possessed by the organization, where miniaturized scale organizations spread 1-4 specialists, private companies 5-19 specialists, medium organizations 20-99 individuals work. At present there are 31,826 MSMEs in the City of Denpasar from different sorts of organizations (<http://ukmdiskop.denpasarkota.go.id/>).

Performance is the results of activities that are in the company that are required by the internship and equity factors in achieving the goals set for a certain period of time. Business performance that can be done through financial performance can be measured through the level of liquidity, solvency and profitability [3]. Performance is represented through performance the economy consists of considering markets, per-premium crops and profitability⁴. In general it is difficult to determine a single size for a company. Suggestions for assessment of assistance in empirical research based on the perceptions of company leaders about performance. One agreed-upon dimension is to measure the performance of MSMEs [4]. Namely: estimates of waiting time in production, forecasting accuracy, improving resources better, improving operational performance, increasing acceptance, cost savings and more accurate financing.

Performance can be accessed through: financial performance, customer loyalty, customer satisfaction, customer retention, and performance received [5]. Measurement of business performance, financial planning, financial planning, financial planning, improvement, ROI, profit, sales, income growth, market investment [6-13].

Competitive advantage identifies with the manner by which organizations pick and actualize conventional methodologies into training. Every one of the parts that exist in association both as assets and exercises can be a competitive advantage. Competitive advantage can be preceded through implementation of hindrances to section by potential contenders, for example, economies of scale and degree, the impact of involvement or expectations to absorb information, item separation, capital prerequisites, and expenses because of moving buyers [14].

Market orientation is the best and proficient hierarchical culture in making the practices expected to make unrivaled incentive for clients with the goal that it can create prevalent business performance on a continuous premise. Market orientation has three segments, specifically client orientation, contender orientation, and useful coordination [15]. Pioneering orientation mirrors the degree to which organizations recognize and misuse openings that have not been abused as sorting out standards inside the company¹⁶. Business enterprise orientation is a critical supporter of the organization's prosperity. The idea of enterprising orientation built up a multidimensional build covering the elements of advancement, chance taking and proactive attitudes [16].

2. LITERATUR REVIEW

2.1 The effect of market orientation on competitive advantage

Client centered associations and markets will attempt to keep up and improve their capacity to make predominant value [17]. Market orientation advances the movement of hierarchical market data preparing just as how it is utilized in corporate methodology. Market-situated organizations are typically worried about clients and contenders. Besides, showcase orientation lies in the degree to which firms determine and respond to criticism from clients and contenders. For instance, showcase situated organizations keep on social occasion data about clients 'needs and contenders' objective capacity. At that point, they use data to keep on making prevalent client esteem. Along these lines, showcase orientation manages certain procedures and schedules that make better an incentive than clients. It likewise helps the organization in increasing a reasonable focused advantage [18]. There is an impact between market orientations towards focused strategies [19]. Market orientation has a significant beneficial outcome on business strategies [20].

H1: Market orientation has a significant effect on competitive advantage

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2.2 The effect of entrepreneurial orientation on competitive advantage

Ref [6] in breaking down innovative orientation and Business Performance on Small and Medium Enterprises possessed by ladies in Malaysia express that pioneering orientation impacts decidedly on Competitive Advantage. Pioneering orientation will in general make the business visionaries progressively keen on going for broke and evidently it causes the business visionaries to turn out to be increasingly imaginative, proactive and inventive which leads the organization on Performance Improvement. Enterprising orientation positively affects SME's aggressive strategies [11]. Enterprising orientation is emphatically and fundamentally identified with the exhibition of SMEs with competitive advantage systems as intervening factors. Competitive advantage is appeared through item separation, advertise detecting, and showcase responsiveness [6].

H2: Entrepreneurial Orientation influences positively on Competitive Advantage

2.3 The effect of market orientation on performance

Great market orientation has been perceived as a key driver for improving item/administration performance [21–23]. Market orientation not just gives an instrument to gaining from clients and contenders, yet in addition consider the real functions to help with making custom values [24]. Improved performance and expanded intensity of ventures should be possible through the advancement of an authoritative culture that is centered on understanding the requirements of the market, the craving and request advertise that is market situated. The pioneering orientation enables the organization to convey higher incentive to its clients than rivals by affecting its market orientation level .and will bring about better corporate performance [25]. Ref [26] states that market orientation has a significant constructive outcome on authoritative performance, as far as piece of the overall industry development, deals and benefits. The aftereffects of research led by directed [27] states that the capacity of market orientation can altogether improve organization performance. Market orientation positively affects business performance [13]; [28].

H3: Market orientation has a significant effect on performance

2.4 The effect of entrepreneurial orientation on competitive advantage

Ref [29] analyzing the impact of Entrepreneurial Orientation toward Competitive Advantage as the go between turns out with the outcome which expresses that enterprising orientation impacts decidedly on Performance. Ref [30] enterprising orientation is purposed to enhance new items so as to satisfy the clients' solicitations. Satisfying the clients' solicitations will build clients' development as the pointer of organization performance. This outcome is like [6], expressing that innovative orientation impacts emphatically on Performance. The pioneering orientation impacts the situation on the performance [31-32]. Ref [33] demonstrates that pioneering orientation affects the presentation of SMEs just in "youthful" business bunches that run organizations under 11 years.

H4: Entrepreneurial Orientation influences positively on Performance

2.5 The effect of competitive advantage on performance

Organizations that have a favorable position in maintaining their business exercises will give beneficial things to the presentation of the organization itself. A prevalent organization will typically be great as far as the organization's presentation, regardless of whether in money related or nonfinancial. The organization's presentation is driven by competitive advantage claimed by the organization. Ref [34] the competitive advantage as the accomplishment of budgetary performance over the normal comparative with the organization's rivals in the business. The aftereffects of research led [35] states that competitive advantage altogether impacts advertising performance. So additionally with the aftereffects of research led by [36] which expresses that aggressive technique decidedly and essentially improve the organization's exhibition.

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A comparative finding was likewise communicated [37] where the system of intersection which included cost methodologies, separation and advancement positively affected the exhibition. A competitive advantage technique comprising of ease administration and separation has a relationship that is certain with the presentation of SMEs [37-38].

H5: Competitive advantage significantly affects performance

From the clarification above, it tends to be schematically depicted as on the image underneath:

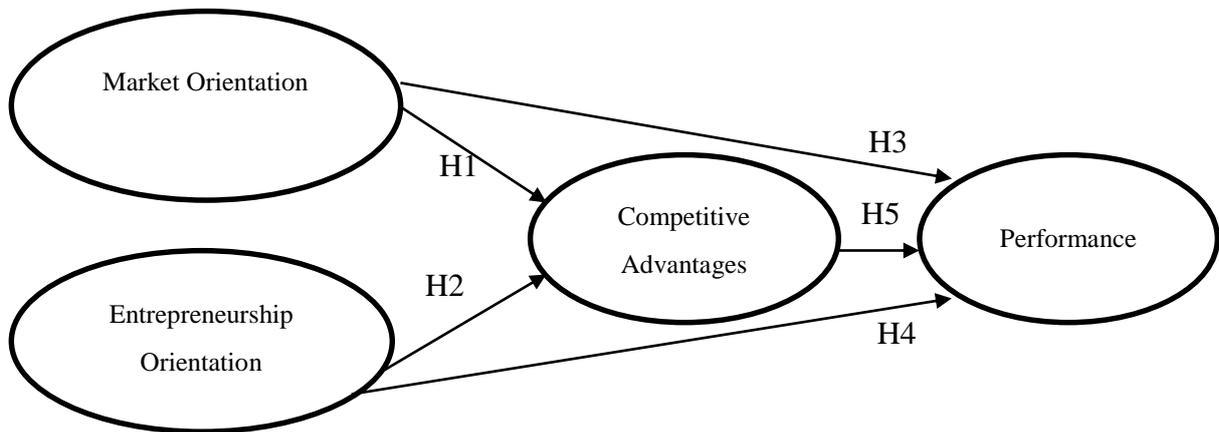


Figure 1. Research Framework

3. RESEARCH METHODOLOGY

The population in this study was all Micro, Small and Medium Enterprises enrolled in the City of Denpasar Disperindag in 2018. According to data obtained by the Denpasar City Disperindag, 2018 provides 31,826 businesses. Samples taken based on probability sampling techniques are simple random sampling, where researchers provide equal opportunities for each member of the population (employees) to be chosen as samples randomly regardless of the strata in the population itself with a total sample of 100 enterprises.

The estimation scale utilized in this examination is the Likert scale, which is a scale that has been generally used to solicit respondents to stamp the degree from endorsement or conflict with a progression of upgrade objects. The Likert scale utilized is 1 to unequivocally differ to 5 firmly concur. Information examination in this investigation utilized the Partial Least Square (PLS) approach. PLS is a condition model for Structural Equation Modeling (SEM) in light of segments or variations. To laud the hypothesis and produce a useful model, this examination uses Structural Equation Modeling (SEM) with change based or fragment based strategy with Partial Least Square (PLS). If the auxiliary model to be examined meets the recursive model and the inactive variable has regularizing pointers. Intelligent or blended, the most appropriate approach to manage use is PLS. Before directing a test with the SEM-PLS strategy, this model is first tried by legitimacy and unwavering quality. States that the authenticity test is used to measure the authenticity or authenticity of a survey. A survey is said to be significant if the request in the study can express something that will be assessed by the survey. A test can be said to have high authenticity if the test does its evaluating limit, or gives definite and exact estimation results according to the inspiration driving the test. A test produces data that isn't imperative to the explanation behind holding estimation said to be a test that has low authenticity. Test the legitimacy of the instrument in this investigation utilizing item minute connection with a cut-off ≥ 0.3039 . The instrument to be legitimate on the off chance that it has a connection coefficient among the grain scale and the absolute score in the instrument is more noteworthy than 0.30 ($r \geq 0.30$). Unwavering quality test plans to discover to what degree the consistency of the estimating instrument utilized, so when the

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estimating instrument is utilized again to inspect a similar item with a similar system despite the fact that the time is unique in relation to the outcomes to be acquired are the equivalent. To test the dependability level utilizing Cronbach's coefficient productive alpha shows how far the things in the examination are emphatically associated with one another. Dependability alludes to the estimation of cronbach's alpha with a cut off ≥ 0.60 ³⁹.

4. FINDINGS

4.1 Validity Test

Table 1. Validity test

	Competitive advantage	Performance	Enterprenuerships Orientation	Market Orientation
X11				0.843198
X12				0.822576
X13				0.745769
X14				0.707013
X21			0.701001	
X22			0.809595	
X23			0.684036	
X24			0.821993	
Y11	0.847911			
Y12	0.835866			
Y13	0.850402			
Y14	0.853685			
Y21		0.805650		
Y22		0.917466		
Y23		0.875811		
Y24		0.855003		

Source: Data Processed (2019)

The table 1 above shows that the results of competitive advantage, market orientation, entrepreneurship orientation, and performance research indicators have an outer loading value of more than 0.5. The ambiguity indicator of the role is the strongest measure of performance variables because it has the highest outer loading value with a value of 0.917. Because all indicators have an outer loading value of more than 0.5, it can be concluded that there are three indicators that are valid indicators to measure the performance.

4.2 Reliability Test

Reliability test intends to discover to what degree the consistency of the estimating instrument utilized so when the estimating instrument is utilized again to analyze a similar item with a similar strategy despite the fact that the time is not the same as the outcomes to be gotten are the equivalent. To test the unwavering quality level utilizing Cronbach's coefficient effective alpha demonstrates how far the things in the examination are decidedly associated with one another. Unwavering quality alludes to the estimation of cronbach's alpha with a cut off ≥ 0.60 [39]. Unwavering quality test as appeared in table 2 beneath.

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Table 2. Reliability test

No	Variable	Cronbach Alpha	Results
1	Performance	0.886485	Reliabel
2	Competitive Advantage	0.868706	Reliabel
3	Market Orientation	0.786503	Reliabel
4	Entrepreneurships Orientation	0.750734	Reliabel

Source: Data Processed, 2019

4.3 R-Square Test

The R-square in this investigation was utilized to quantify the build of the reliant factors, while the parameters of every factor were tried utilizing the t test and furthermore observed the essentialness estimations of every parameter. This is done to assess the model of basic way parameters.

Table 3. R-square test

	R Square
Competitive Advantage	0.669007
Performance	0.680331
Enterprenuerships Orientation	
Market Orientation	

Source: Data Processed, 2019

Table 3 can be checked whether the R-square estimation of the competitive advantage variable is 0.669. This can be translated that 66.9% of the changeability of the competitive advantage build is clarified by the factors of performance, entrepreneurship orientation and market orientation while 33.1% of the competitive advantage factors are clarified by factors outside the model. Performance variable have R-square 68% of changeability clarified by competitive advantage, entrepreneurships orientation, and market orientation while 32% of the exhibition factors are clarified by factors outside the model.

4. 4 Hypothesis Test

The estimation of every parameter seen from its essentialness worth shows data identified with the connection between the factors utilized in this examination. Testing the speculation in this examination is to utilize or elude to the yield way coefficients values as appeared in table 4 beneath.

Table 4. Path Coefficients

Variables	Path Coefficient	T statistics	Result
Market Orientation (X1) -> Competitive Advantage (Y1)	0.234	2.064	Accepted
Entrepreneurships Orientation X2) -> Competitive Advantage (Y1)	0.611	5.826	Accepted
Market Orientation (X1) -> Performance (Y2)	0.100	0.736	Rejected
Entrepreneurships Orientation X2) -> Performance (Y2)	0.373	2.752	Accepted
Competitive Advantage (Y1) -> Performance (Y2)	0.404	3.113	Accepted

Source: Data Processed, 2019

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Speculation testing should be possible in t-measurements. For t-measurement test, on the off chance that the estimation of t-insights \geq t-table worth (1.96), at that point the examination theory is acknowledged. In view of table 4 over, 1 of the 5 develops have a t-insights esteem littler than t-table, to be specific market orientation to performance builds of 0.736. In view of the speculation test above, it very well may be presumed that the theories H3 are dismissed while the speculations H1, H2, H4, and H5 are acknowledged.

5. DISCUSSION

The effect of market orientation on competitive advantage

In view of the aftereffect of theory testing, it very well may be seen that market orientation has positive and critical impact to competitive advantage. It tends to be seen from the estimation of estimation parameter of market orientation test to competitive advantage have positive relationship worth equivalent to 0.234 and t-check worth equivalent to 2.064, while t-table worth equivalent to 1,96. So it very well may be presumed that t-check (2.064) > t-table (1.96). In this way it very well may be reasoned that market orientation has a positive and critical effect on competitive advantage. Market orientation affects competitive advantage demonstrates that if the higher the estimation of market orientation, it will expand competitive advantage. The market orientation affects the competitive advantage of 0.234. The principal speculation is acknowledged. This is reliable with research direct [18-20] find that search has a positive and critical impact market orientation on competitive advantage.

The effect of entrepreneurial orientation on competitive advantage

In view of the importance level as delineated on the image above, it tends to be said that entrepreneurial orientation (5.826) impacts emphatically on upper hand. Subsequently, it tends to be said that Hypothesis 2 which expresses that entrepreneurial orientation has positive impact on competitive advantage is worthy. This outcome is like [11] which express that entrepreneurial orientation impacts decidedly on competitive advantage.

1.1 The effect of market orientation on performance

As indicated by the essentialness level as appeared on the image above, it very well may be said that market orientation (0.736) doesn't effect on performance. At that point, it very well may be said that theory 3 which expresses that market orientation impacts on performance is dismissed. Research discoveries where market direction isn't persuasive help the aftereffects of past examinations which demonstrate that there is a negative connection between market orientations towards performance [32].

1.2 The effect of entrepreneurial orientation on performance

In view of theory test outcomes, it tends to be seen that entrepreneurial orientation has a positive and significant effect on performance. Different examinations with comparative discoveries on the positive connection between enterprising direction and business execution incorporate [40]. Other exact examinations have verified that enterprising direction is related with firm performance [41-42] and the long haul suitability of a company [43]. The investigation of [44]; [45] found a positive and positive connection between entrepreneurial orientation and performance.

1.3 The effect competitive advantage on performance

In view of speculation test outcome, it very well may be seen that competitive advantage has a positive and critical effect on performance. This can be seen from the estimation of estimation test parameter of competitive advantage to performance has a positive relationship estimation of 0.404 and t-check estimation of 3.113, while the t-table estimation of 1.96. The estimation of t-check (3.113) > t-table (1.96). Accordingly it tends to be reasoned that the competitive advantage emphatically and altogether

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effect on the performance. The theory acknowledged. The discoveries in this examination that competitive advantage positively affect the performance bolster the aftereffects of past investigations [46]; [37]; [9]; [38].

6. CONCLUSION AND LIMITATIONS

Based on the result of the research which has been done, it can be concluded as follows: market orientation influences positively on competitive advantage, entrepreneurial orientation influences positively on competitive advantage, market orientation not influences on performance, entrepreneurial orientation influences positively on performance and competitive advantage influences positively on performance.

The example utilized in this investigation is constrained with regards to Micro Small and Medium Business entertainers. In this manner results may not be generalizable to other not at all like ventures. Accordingly, further research can build up this exploration by taking examples outside of Micro Small and Medium Business entertainers. The procedure of information recovery in this examination was directed by conveying polls to the culprits of Micro Small and Medium Enterprises as potential respondents in filling the survey not as per the genuine circumstance.

The finishes of this examination depend just on measurable outcomes dependent on the idea of quantitative research. Maybe, with additional top to bottom meetings with subjective research strategies helpful to clarify the discoveries further. This examination utilizes just market orientation factors, entrepreneurial orientation, competitive advantage in surveying the performance of Micro Small and Medium Enterprises. Recommendations for further research by including another variable that was not recently considered.

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