

## Competitive advantage and marketing performance in smes :how the role of entrepreneurial and market orientation?

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The purpose of this study is to analyze the relationship between Entrepreneurial Orientation and competitive advantage in SMEs, analyze the relationship between Market Orientation and competitive advantage in SMEs, analyze the relationship between Entrepreneurial Orientation and Marketing Performance in SMEs, analyze the relationship between Market Orientation and Marketing Performance in SMEs, analyze the relationship between competitive advantage and competitive advantage. Marketing Performance in SMEs. The type of research used in this research is the type of explanatory research. The data collection method is survey technique. The sample in this study is SMEs in Tangerang Regency which are engaged in the creative industry with a sample size of 270 and the sampling technique used is simple random sampling. Data was obtained by distributing online questionnaires. The data analysis method used is Path Analysis using SPSS data processing tools. The results show that entrepreneurial orientation affects competitive advantage, market orientation affects entrepreneurial orientation, competitive advantage affects marketing performance, entrepreneurial orientation affects marketing performance and market orientation affects marketing performance.

**Keywords:** Entrepreneurship Orientation, Market Orientation, Competitive Advantage, Marketing Performance, SMEs

## Introduction

In the era of the industrial revolution 4.0, increasing the activities of Small and Micro and Medium Enterprises (MSMEs) in Indonesia is one of the priorities in national economic development. This is because the business is the backbone of the people's economic system which is not only aimed at reducing the problem of inequality between income groups and between business actors, or poverty alleviation and employment. Based on statistical data as of 2021, the number of MSME business units in Indonesia has increased significantly, this is because MSMEs are one of the economic sectors that have been able to survive despite the monetary crisis that has forged Indonesia in the last few decades. Research results According to Abbu et al. (2021); Al-Awlaqi et al. (2021) which concludes that the success of small and medium enterprises (small-medium enterprises) has a direct impact on economic development in both developed and developing countries. According to Bicen et al. (2021); Bui et al. (2021) suggests that market orientation has a positive effect on marketing performance.

According to Abbu et al. (2021); Al-Awlaqi et al. (2021); Bicen et al. (2021); Bui et al. (2021) The tight competition in SMEs also requires companies to have a competitive advantage, otherwise the company cannot last long. Competitive advantage in an organization can be obtained by paying attention to superior value for customers, culture and climate to bring improvements to efficiency and effectiveness. between one another. In order to win in a competition, in marketing today's products, producers are not only based on product quality, but also rely on strategies that are generally used by companies, namely market orientation and entrepreneurial orientation. According to Cowden et al. (2021); Ciampi et al. (2021) Small and Medium Enterprises (SMEs) have an important contribution in helping to increase regional income. SMEs are more flexible and can assist the government in creating jobs. Changes that occur in various sectors such as technology, require SMEs to be able to adapt quickly so as not to be left behind by other companies. A company is required to have a business strategy in order to develop and maintain the existence of its business because the competition is getting tougher. Every company is required to make continuous improvements both in terms of products and services, which aims to encourage market growth and win the competition.

Small businesses are not enough just to have a competitive advantage, small businesses are also required to produce products that have high competitiveness, among others with the following criteria: (1) Products sold are available regularly and continuously, (2) products sold must have good quality. and uniform, (3) product variations must be provided in accordance with market needs and demands. Market orientation is a multidimensional concept where this concept can be formulated through the following concepts: customer orientation, competitor orientation, and cross-functional coordination. According to Cowden et al. (2021); Ciampi et al. (2021) market orientation is a corporate culture that can lead to increased marketing performance. Market orientation is based on certain considerations classifying that the concept is not the responsibility of the attention of the marketing function, but all departments participate in the

collection, dissemination and follow-up of market intelligence. Market orientation is the most effective and efficient organizational culture to create the behaviors needed to create superior value for buyers and produce superior performance for the company, especially in a highly competitive environment. Furthermore, companies that have made market orientation an organizational culture will focus on external market needs, market wants and demands as the basis for formulating strategies for each business unit within the organization, and determining the success of the company. According to Escamilla-Fajardo et al. (2021); Fan et al. (2021) the ability to increase creativity in finding new and unique ideas is needed to compete in the global market. Competitive advantage indicates that the firm acts better than competitors in the same respect. Creativity in the form of product innovation must be carried out continuously in accordance with consumer needs. The success of the creative industry in developing market-oriented products, creativity and innovation is expected to create a competitive advantage. Innovation can be a critical success factor in achieving a sustainable competitive advantage. The changing business environment encourages intense competition between companies in the global market. According to Cowden et al. (2021) This motivates companies to have an innovation strategy in winning global market competition. For the creative industry, consumer-oriented innovation is a solution to survive and be ready to face global business challenges. Management awareness to innovate drives the company's sustainable growth. Entrepreneurship orientation is touted as the spearhead (pioneer) to realize sustainable and highly competitive company economic growth.

Entrepreneurial orientation refers to processes, practices, and decision-making that lead to new inputs and has three entrepreneurial aspects, namely always being innovative, acting proactively and taking risks. Several studies According Rudyanto et al. (2021); Wijayaa et al.(2021); Purwanto & Juliana (2021) have shown that market orientation has a positive and significant effect on competitive advantage directly and explains market developments that are informed from the results of statistical descriptions in their research, market orientation data still needs to be improved through market research to determine the company's position, market segment, target market, so that companies can create opportunities to gain competitive advantage. According to Cowden et al. (2021) Other research shows that market orientation and innovation have a positive and significant impact on competitive advantage. This shows that the market orientation that has been carried out by the company can have a direct effect on creating a competitive advantage. Research According to Cowden et al. (2021);Ciampi et al. (2021); Fan et al. (2021) found that market orientation had a significant positive effect on competitive advantage. Likewise, research by (Dalimunthe 2017) explains that there is a significant direct and positive effect between market orientation and competitive advantage. The findings of this study indicate that market orientation variables, which in this study are more emphasized on the company's main values, market segmentation, fulfillment of needs, customer desires, customer and competitor orientation and cross-functional coordination have a positive influence on competitive advantage. The results of the next study show that there is a positive influence

between entrepreneurial orientation on the competitive advantage of SMEs

Tangerang Regency was chosen in this study because in recent years there has been an increase in the number of SMEs, in addition to the commitment and support of the Government to continue to advance and develop SMEs. From the above background can be identified and formulated research objectives as follows

1. To find out whether Entrepreneurial Orientation has a significant effect on competitive advantage in SMEs
2. To find out whether Market Orientation has a significant effect on competitive advantage in SMEs
3. To find out whether Entrepreneurial Orientation has a significant effect on Marketing Performance in SMEs
4. To find out whether Market Orientation has a significant effect on Marketing Performance in SMEs
5. To find out whether Competitive Advantage has a significant effect on Marketing Performance in SMEs

## METHOD

The type of research used in this research is explanatory research and quantitative approach with survey method. The location of this research was carried out in MSMEs. In this study the population is all SMEs in Tangerang Regency. The number of samples in this study amounted to 270 SMEs. As for the data collection was carried out by the researcher himself through an online questionnaire. The data in this study were collected with instruments. The instrument referred to here is a questionnaire. The instrument used in collecting sata must meet two conditions, namely validity and reliability. this. Methods. Data analysis in this study is descriptive analysis and inferential statistical analysis using path analysis.

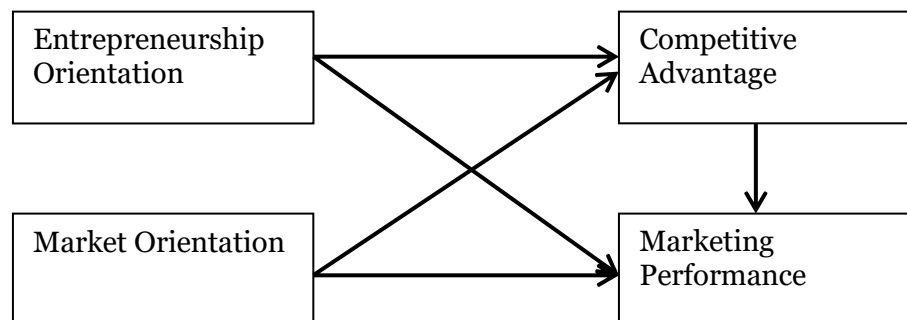


Fig 1. Research Model

The research hypothesis is as follows:

H1: Entrepreneurship Orientation Has Significant Effect on Competitive Advantage

H2: Market Orientation Has Significant Effect on Competitive Advantage

H3: Competitive Advantage Has Significant Effect on Marketing Performance

H4: Entrepreneurship Orientation Has Significant Effect on Marketing Performance

H5: Market Orientation Has a Significant Influence on Marketing Performance

## Variables and Measurement Scale

1. Entrepreneurial orientation describes the purpose of a company to incorporate opportunities to open new markets and renewal of existing market operations. The entrepreneurial indicators developed in this study are innovativeness, proactiveness, risk tasking, autonomy and competitive aggressiveness.
2. Market orientation is a process and activity related to customer creation and satisfaction by continuously assessing customer needs and wants. There are three indicators used to measure market orientation in this study, namely: customer orientation, competitor orientation and market information.
3. Competitive advantage is defined as a condition or ability of SMEs in Tangerang Regency to be able to generate higher levels of sales and profits than their competitors. Indicators of competitive advantage in this study use the instruments (1), Values from rare companies, (2) Imitability, difficult to imitate, and (3) Durability, namely the company's resistance to competition, (4) Transferability, namely the level of ease of distribution. .
4. Marketing performance is the result of marketing work achieved by SMEs in the creative industry sector in Tangerang Regency. Marketing performance indicators in this study consist of sales volume, sales growth rate, as well as customer growth rate, profit growth rate.

## RESULD AND DISCUSSION

### Path Coefficient Calculation

Path coefficient calculations were processed using SPSS version 23 software. Path analysis was used to analyze the pattern of relationships between variables with the aim of knowing the direct or indirect effect of a set of exogenous and endogenous variables. The following are the results of the calculation of the path coefficient in this study

Table 1. Path Coefficient

Eksogen Variable	Endogen Variable	Beta	P Value	Conclusion
Entrepreneurship Orientation	Competitive Advantage	0,344	0,000	Significant
Market Orientation	Competitive Advantage	0,445	0,000	Significant
Entrepreneurship Orientation	Marketing Performance	0,434	0,000	Significant
Market Orientation	Marketing Performance	0,248	0,000	Significant
Competitive Advantage	Marketing Performance	0,178	0,000	Significant

## Hypothesis test

Hypothesis testing is carried out with the aim of knowing whether the hypothesis proposed in this study is accepted or rejected. The use of path analysis is to calculate the influence between a number of variables with other variables, to determine the effect between variables used the results of regression calculations. Decision making for hypothesis testing using the significance value basis (Sig-t) compared to the value used, assuming that the research Sig value is less than 0.05 (Sig 0.05), then H0 is rejected. If the research Sig value is greater than 0.05 (Sig 0.05), then it is stated that H0 is accepted.

### Hypothesis Testing 1: Entrepreneurship Orientation Has Significant Effect on Competitive Advantage

Based on the calculation of the path coefficient between Entrepreneurial Orientation and Competitive Advantage of 0.344 and the Sig value of 0.000 (Sig 0.05). Ho is rejected because it is smaller than 0.05 so it can be concluded that the first hypothesis which states that Entrepreneurial Orientation has a significant effect on Competitive Advantage is acceptable. Because the path coefficient is positive, it can be concluded that the more positive the value of the Consumer Entrepreneurship Orientation will be, the more positive the Competitive Advantage will be.

### Hypothesis Testing 2: Market Orientation Has Significant Effect on Competitive Advantage

Based on the calculation of the path coefficient between Market Orientation and Competitive Advantage of 0.445 and the Sig value of 0.000 (Sig 0.05). Ho is rejected because it is smaller than 0.05, so it can be concluded that the second hypothesis which states that Market Orientation has a significant effect on Competitive Advantage is acceptable. Because the path coefficient is positive, it can be concluded that the more positive the Market Orientation value, the more positive the consumer's Competitive Advantage

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### **Testing Hypothesis 3: Competitive Advantage Has Significant Effect on Marketing Performance**

Based on the calculation of the path coefficient between competitive advantage and marketing performance of 0.434 and the Sig value of 0.026 (Sig 0.05).  $H_0$  is rejected because it is smaller than 0.05, so it can be concluded that the third hypothesis which states that competitive advantage has a significant effect on marketing performance is acceptable

### **Hypothesis Testing 4: Entrepreneurship Orientation Has Significant Effect on Marketing Performance**

Based on the calculation of the path coefficient between Entrepreneurial Orientation and Marketing Performance of 0.248 and the Sig value of 0.000 (Sig 0.05).  $H_0$  is rejected because it is smaller than 0.05, so it can be concluded that the fourth hypothesis which states that Entrepreneurial Orientation has a significant effect on Marketing Performance is acceptable. Because the path coefficient is positive, it can be concluded that the more positive the value of the Entrepreneurial Orientation will be, the more positive the Marketing Performance.

### **Hypothesis Testing 5: Market Orientation Has a Significant Influence on Marketing Performance**

Based on the calculation of the path coefficient between Market Orientation and Marketing Performance of 0.178 and a Sig value of 0.000 (Sig Probability > 0.05).  $H_0$  is accepted because it is greater than 0.05, so it can be concluded that the fifth hypothesis which states that Entrepreneurial Orientation has a significant effect on Marketing Performance. Because the path coefficient is positive, it can be concluded that there is a positive relationship between Market Orientation and Marketing Performance.

### **The Effect of Entrepreneurial Orientation on Competitive Advantage**

The first hypothesis ( $H_1$ ) which states that the Entrepreneurial Orientation has a significant effect on Competitive Advantage is acceptable. This is evidenced by the results of the regression test where the probability value (p-value) of 0.003 is smaller than the significance value of 0.05 which shows significant results. That is, Entrepreneurship Orientation has a significant influence on Competitive Advantage. Data on descriptive statistics also show that the mean score of Entrepreneurship Orientation is 4.44 which is included in the high category and the Competitive Advantage variable is 4.33 which is included in the very high category. These data support that a strong Entrepreneurial Orientation will positively result in a high Competitive Advantage. On the other hand, a strong Entrepreneurial Orientation will negatively impact on a low Competitive Advantage. The path coefficient of 0.224 indicates that the effect of Entrepreneurship Orientation on Competitive Advantage is positive. That is, the better the Entrepreneurial Orientation, the higher the Competitive Advantage that exists in the MSMEs. The results of this study support the results of research conducted by Freixanet et al.



(2021);Haudi et al. (2022); Hutahayan, B. (2021) Innovation, and Entrepreneurship Orientation in Order to Improve Marketing Performance. Furthermore, this study also supports the results of Gupta et al. (2021); Khan et al. (2021); Kock et al. (2021) which was carried out at MSME Leather Crafts in Sidoarjo. And this study also supports the results of Kock et al. (2021).

## **Effect of Market Orientation on Competitive Advantage**

The second hypothesis (H2) which states that Market Orientation has a significant effect on Competitive Advantage is acceptable. This is evidenced by the results of the regression test where the probability value (p-value) of 0.001 is smaller than the significance value of 0.05 which shows significant results. That is, Market Orientation has a significant influence on Competitive Advantage. Conversely, a strong Market Orientation will negatively impact on a low Competitive Advantage. The path coefficient of 0.335 indicates that the effect of Market Orientation on Competitive Advantage is positive. That is, the better the Market Orientation, the higher the Competitive Advantage that exists in the MSMEs. The results of this study support the results of research conducted by According to Peridawaty et al. (2021); Ruiz-Ortega et al. (2021); Shafiee, M. M. (2021); Salim et al. (2021); Wales et al. (2021)

## **Effect of Competitive Advantage on Marketing Performance**

The third hypothesis (H3) which states that Competitive Advantage has a significant effect on Marketing Performance is acceptable. This is evidenced by the results of the regression test where the probability value (p-value) of 0.026 is smaller than the significance value of 0.05 which shows significant results. That is, Competitive Advantage has a significant influence on Marketing Performance. Data on descriptive statistics also show that the mean score of Competitive Advantage is 4.33 which is included in the high category and the Marketing Performance variable is 4.07 which is included in the high category. This data supports that a strong Competitive Advantage will positively result in high MSME Marketing Performance. On the other hand, a strong Competitive Advantage will negatively impact on low Marketing Performance. The path coefficient of 0.230 indicates that the effect of Competitive Advantage on Marketing Performance is positive. That is, the better the Competitive Advantage, the higher the Marketing Performance . The results of this study support the results of research conducted by Abbu et al. (2021); Al-Awlaqi et al. (2021); Bicen et al. (2021); Bui et al. (2021) which states that competitive advantage has a positive and significant effect on marketing performance.

## **The Effect of Entrepreneurship Orientation on Marketing Performance**

The fourth hypothesis (H4) which states that the Entrepreneurial Orientation has a significant effect on Marketing Performance is acceptable. This is evidenced by the results of the regression test where the probability value (p-value) of 0.000 is smaller than the significance value of 0.05 which shows significant results. That is, Entrepreneurship Orientation has a



significant influence on Marketing Performance. Data on descriptive statistics also show that the mean score of Entrepreneurship Orientation is 4.44 which is included in the very high category and the Marketing Performance variable is 4.07 which is included in the very high category. These data support that a strong Entrepreneurial Orientation will positively result in Marketing Performance. Conversely, a strong Entrepreneurial Orientation will negatively impact on low Marketing Performance.

The path coefficient of 0.384 indicates that the influence of the Entrepreneurial Orientation on Marketing Performance is positive. That is, the better the consumer entrepreneurship orientation, the higher the marketing performance of the MSMEs will be.

### **Effect of Market Orientation on Marketing Performance**

The fifth hypothesis (H5) which states that Market Orientation has a significant effect on Marketing Performance is unacceptable. This is evidenced by the results of the regression test where the probability value (p-value) of 0.133 is greater than the significance value of 0.05 which indicates insignificant results. That is, Market Orientation does not have a significant influence on Marketing Performance. The path coefficient of 0.143 indicates that the influence of Market Orientation on Marketing Performance is positive. That is, the better the Market Orientation, the higher the Marketing Performance for SMEs.

The results of this study are in line with Abbu et al. (2021); Al-Awlaqi et al. (2021); Bicen et al. (2021); Bui et al. (2021) that market orientation has a positive effect on marketing performance, then Bicen et al. (2021); Bui et al. (2021) define market orientation as a process and activity related to customer creation and satisfaction by continuously assessing customer needs and wants. The application of market orientation will lead to increased performance for the company. The results of this study support the theory proposed by Bicen et al. (2021); Bui et al. (2021) revealed that market orientation is a corporate culture that can lead to increased marketing performance.

### **CONCLUSION**

Based on the problems that have been formulated, the results of the analysis and hypothesis testing that have been carried out in the previous chapter, from the research conducted it can be concluded that the Entrepreneurial Orientation has a significant and positive relationship to Competitive Advantage, Market Orientation Variables have a significant and positive relationship to Competitive Advantage. , Competitive Advantage Variable has a significant and positive relationship to Marketing Performance, Entrepreneurial Orientation Variable has a significant and positive relationship to Marketing Performance, Market Orientation Variable has no significant effect and positive relationship to Marketing Performance. The results of this study are expected to provide practical contributions, both for MSMEs and research academics, in the form of concrete suggestions that may be realized, including: Suggestions for further

research. Future research is expected to be able to develop the conceptual and modeling of this study on wider research objects. MSMEs must be able to increase the level of Entrepreneurship Orientation in order to be able to increase competitive advantage and marketing performance. This research develops and explains the relationship pattern of Entrepreneurship Orientation, Market Orientation, Competitive Advantage and Marketing Performance. Where the results of this study are expected to be a theoretical contribution in the field of marketing science, more specifically in the study of MSMEs. The results of this study are expected to contribute to the management/managers of MSMEs on the importance of increasing entrepreneurial orientation, market orientation in order to increase competitive advantage and marketing performance. Research Limitations Some research limitations that can be drawn from this study are as follows: this research is limited to MSMEs located in Tangerang Regency, so the results of the study cannot be generalized to MSMEs elsewhere. At the time of filling out the questionnaire, some respondents could not read the questionnaire clearly, so the researcher had to help the respondent, there might be differences in interpreting the questionnaire provided.

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