

Smes sales performance : how the role of product innovation , entrepreneurship orientation, and competitive advantage ?

Wiwik Handayani

University of Pembangunan Nasional Veteran Jawa Timur, Surabaya, Indonesia,

Corresponding email: wiwik.em@upnjatim.ac.id

Yunan Surono

Economic Faculty, Batanghari University, Jambi, Indonesia.

Musnaini

Economic and Business Faculty, Universitas Jambi, Jambi, Indonesia.

Hadion Wijoyo

STMIK Darmapala, Riau, Indonesia

Abstract - This study aims to determine the effect of innovation on sales performance, entrepreneurial orientation on sales performance and competitive advantage on sales performance in SMEs. The research method used is quantitative and the population in this study are SME owners in Tangerang. The research data was obtained by distributing online questionnaires to a sample of 300 SME owners. Respondents were determined by simple random sampling technique and data analysis using SEM (Structural Equation Model) with SmartPLS software version 3.0 as a statistical tool. Based on the results of data analysis and it can be concluded that entrepreneurial orientation has a positive and significant effect on sales performance, innovation has a positive and significant effect on sales performance. Competitiveness has a positive and significant effect on sales performance. The novelty of this research is the model of the relationship between the variables of innovation, entrepreneurial orientation towards competitive advantage and sales performance of SMEs in Indonesia.

Keywords: Entrepreneurial orientation, Product Innovation, competitive advantage, Sales Performance, SMEs

INTRODUCTION

According to Acosta et al. (2018) the existence of SMES is very supportive in creating economic stability through job creation and income distribution. However, due to the low level of productivity, the added value for economic activities is low. The low productivity and added value of small businesses is due to the instability of market growth. According to Amankwah et al. (2019); Arzubiaga et al. (2019) Customers generally want innovative products according to their wishes. For the company, its success in innovating means the company is one step ahead of its competitors. This requires the company's intelligence in recognizing the tastes of its

customers so that the innovations it does in the end are in accordance with the wishes of its customers. Thus, innovation must be planned and carried out carefully. Companies potentially have access to different marketing capabilities. Capability with a vision to build a market position so that it can survive is a key element in the company's marketing activities. According to Acosta et al. (2018); Alonso et al. (2019) A company may appear to maintain several positions in a market, but the most popular are related to the ability to differentiate based on the quality or price of a product or service. This is a form of integration of marketing capabilities and the concept of competitive advantage. According to Amankwah et al. (2019); Arzubaga et al. (2019) Constraints faced by small entrepreneurs are internal constraints, namely the low quality of human resources, weak improvement in access and development of market share, weak capital structure, limited ability to master technology, weak organization and management, limited business networks and cooperation with business actors. other economic actors.

Unique expertise is the company's ability to make its employees an important part in achieving competitive advantage. According to Basco et al. (2020); Covin et al. (2020) The company's ability to develop the skills of its employees well will make the company superior and the implementation of human resource-based strategies will be difficult for its competitors to imitate. While unique assets or resources are real resources needed by the company to carry out its competitive strategy. Both of these resources should be directed to support the creation of a low-cost company performance and have a difference with other companies. A similar opinion was also expressed by Ferreira et al. (2020); Hammerschmidt et al. (2019) which explains that competitive advantage is the heart of marketing performance to face competition. Competitive advantage is defined as a strategy benefit from companies that cooperate to create a more effective competitive advantage in the market. This strategy must be designed to create a sustainable competitive advantage so that the company can dominate both new and emerging markets. According to Ferreira et al. (2020); Hammerschmidt et al. (2019) Competitive advantage basically grows from the values or benefits created by the company as its buyers. Customers generally prefer to buy products that have more value than what they want or expect. However, this value will also be compared with the price offered. The purchase of the product will occur if the customer considers the price of the product according to the value it offers. According to Ferreira et al. (2020); Hammerschmidt et al. (2019) Apart from entrepreneurial orientation, product innovation is no less important. Products displayed by business owners must have innovation. The uniqueness of the product as a result of temporary innovation will bring greater competition and even innovation created by the company becomes the key to competitive advantage that determines the economic success of an organization. By having a competitive advantage, a business will be able to survive so that in measuring its success, the competitiveness of existing businesses supports business performance, including the marketing performance of a business.

According to Hunt et al. (2021); Hoque et al. (2018) Entrepreneurship is a dynamic process of vision, change and creation that requires the application of energy and passion to the creation and implementation of new ideas and creative solutions. Not everyone has entrepreneurial capabilities. Only people who have an entrepreneurial spirit can establish and manage a business professionally. According to Irwin et al. (2018); Jin et al. (2018) Entrepreneurial orientation is related to the search for opportunities, the courage to take risks and the decision to act of organizational leaders. Entrepreneurial orientation is a company value system that will determine the direction of movement or company strategy. Entrepreneurial orientation is divided into five dimensions. According to Hunt et al. (2021); Hoque et al. (2018); Irwin et al. (2018); Jin et al. (2018) Innovation is the intentional introduction and application in work, work teams or organizations of new ideas, processes, products or procedures in jobs, work teams or organizations, which are designed to benefit the work, work team or organization. Innovation is a non-linear process of two components including the implementation of creativity and innovation. At the beginning of the process, creativity dominates and later, will be dominated by the innovation implementation process. Innovation in entrepreneurship is divided into two types of innovation that form profits for a business in different ways, namely product innovation and process innovation. According to Irwin et al. (2018); Jin et al. (2018) defines product innovation as a combination of various processes that influence each other. Jin et al. (2018) states that product innovation is a new product or service introduced to the market. Product innovations are categorized as new products to the world, new product lines, additions to new existing product lines, improvements and revisions to existing products, redefinition and cost reductions.

Competitive advantage is a profit strategy of companies that cooperate to compete more effectively in the market. According to Poudel et al. (2019); Suharto et al. (2022). The designed strategy aims to achieve a sustainable competitive advantage so that the company can continue to be a market leader. According to Purwanto et al (2021); Pramono et al. (2021) Firms experience competitive advantage when actions in an industry or market create economic value and when several competing firms engage in similar actions (Barney, 2010:9). Competitive advantage is considered as an advantage over competitors that is obtained by offering more value to consumers than competitors' offerings. According to PSuharto et al. (2022). Competitive advantage is expected to be able to achieve profit according to plan, increase market share, increase customer satisfaction, and continue the viability of a business. According to Purwanto et al. (2021) Marketing performance is a factor that is often used to measure the impact of the strategy set by the company as a product market achievement, where every company has an interest in knowing the market performance of its products. According to Udriyah et al. (2019); Zhai et al. (2018). Measuring performance improvement with a single criterion will not be able to provide a comprehensive understanding of the actual performance of a company . According to Udriyah et al. (2019); Zhai et al. (2018) Good marketing performance is expressed in three main quantities, namely sales value as indicated by the value of money or unit profit, sales growth as indicated by an increase in product sales, and market share as indicated by the

contribution of the product in dominating the product market compared to competitors who in the past ultimately boils down to company profits.

According to Purwanto et al. (2021); Pramono et al. (2021) Business competition forces entrepreneurs to have superior strategies in competing in order to be able to survive in the competition. The products produced are also a very important part that needs to be considered by MSME actors. Entrepreneurial orientation and product innovation play a role in growing consumer interest. Zhai et al. (2018). revealed that, entrepreneurial orientation refers to practices, processes, and decision-making that provide impetus towards new inputs and there are 3 aspects of entrepreneurship, namely, taking risks, acting proactively and always being innovative. Product innovation is no less important, the products produced by entrepreneurs must have innovation. According to Soomro et al. (2019); Udriyah et al. (2019);Zhai et al. (2018). Product innovation is applied to meet market demand, which means entrepreneurs must design their products according to consumer desires so that the resulting products still attract consumers to buy and improve business performance. According to Udriyah et al. (2019);Zhai et al. (2018). explained that a good entrepreneurial orientation is closely related to the main driver of profit, so an entrepreneur has the hope of taking the opportunities and profits that exist, and ultimately has a positive influence on sales performance. This study aims to determine the effect of innovation on sales performance, entrepreneurial orientation on sales performance and competitive advantage on sales performance in SMEs

METHOD

The research method is quantitative and the population in this study is SMEs entrepreneurs in Tangerang, with a sample of about 300 respondents who own SME using a simple random sampling technique and using SEM (Structural Equation Model) with SmartPLS version 3.0 software as a statistical tool. Research data obtained by distributing online questionnaires This study uses a descriptive analysis method which is used to explain the characteristics of the respondents, especially in relation to the research variables used, and inferential analysis which is used to test the research hypotheses. Furthermore, the statistical inferential method used in this study is the path analysis method.

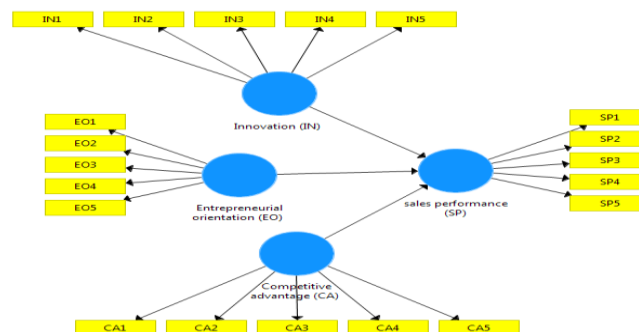


Figure 1. Research Model

The hypotheses in this study are as follows:

H1: Innovation (IN) has a positive effect on sales performance (SP)

H2: Entrepreneurial orientation (EO) has a positive effect on sales performance (SP)

H3: Competitive advantage (CA) has a positive effect on sales performance (SP)

RESULT AND DISCUSSION

The results of the reliability test that all constructs have composite reliability and Cronbach's alpha values greater than 0.7 (> 0.7). In conclusion, all constructs have met the required reliability.

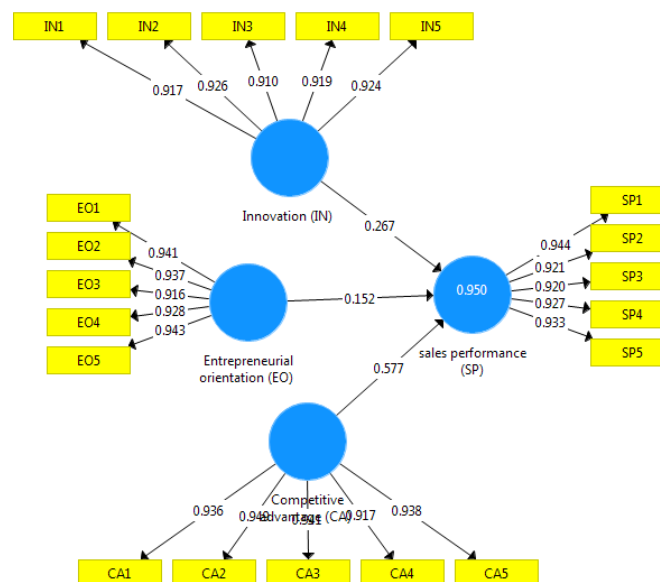


Figure 2. Valid Research Model

Based on Figure 2, it can be seen that the cross loading output shows that there is no low construct value for the intended construct. Each construct showed significant results or the highest compared to other constructs. With that, the results of the validity test in this study can be said to be valid. Furthermore, reliability testing at the construct purification stage, construct reliability testing was measured by two criteria, namely composite reliability and Cronbach's alpha. The construct is said to be reliable if the composite value reliability and cronbach's alpha above 0.70. (Purwanto et al., 2019). The results for composite reliability at the construct purification stage can be seen in the following table

Table 1. Items Loadings, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE)

Variables	Cronbach's Alpha	Rho_A	Composite Reliability	AVE
Entrepreneurial orientation (EO)	0,909	0,921	0,931	0,721
Innovation (IN)	0,915	0,924	0,327	0,823
competitive advantage (CA)	0,945	0,912	0,912	0,821
sales performance (SP)	0,945	0,912	0,912	0,821

The table shows that the composite reliability value generated by all constructs is above 0.70. It is concluded that each construct has good reliability so that it can continue the execution of the research model at the model evaluation stage using the entire sample. Based on the outer loading output in the table, it can be seen that the loading factor results of all indicators for each construct have met convergent validity, because the loading factor value of each indicator is above 0.70. The table shows that the value of Cronbach's alpha generated by all constructs is above 0.70. It is concluded that each construct in the estimated model has good reliability so that it can continue the execution of the next model.

After evaluating the measurement outer model or measurement model, further testing of the structural model or inner model is carried out to see the value of R-Squares on the endogenous (bound) variable. Changes in the R-square value can be used to explain the effect of exogenous variables on endogenous variables whether they have a real effect

Table 2. R Square Value

Variables	R Square	R Square Adjusted
SP	0.950	0.912

The interpretation of the R-square output results can be explained as follows:

The R-square value (R^2) of the sales performance construct in this research model was obtained at 0.950. In this case, the construct of sales performance can only explain the Entrepreneurial

orientation (EO) , Innovation (IN) and competitive advantage (CA) by 95% and the remaining 5% is explained by other variables outside the model.

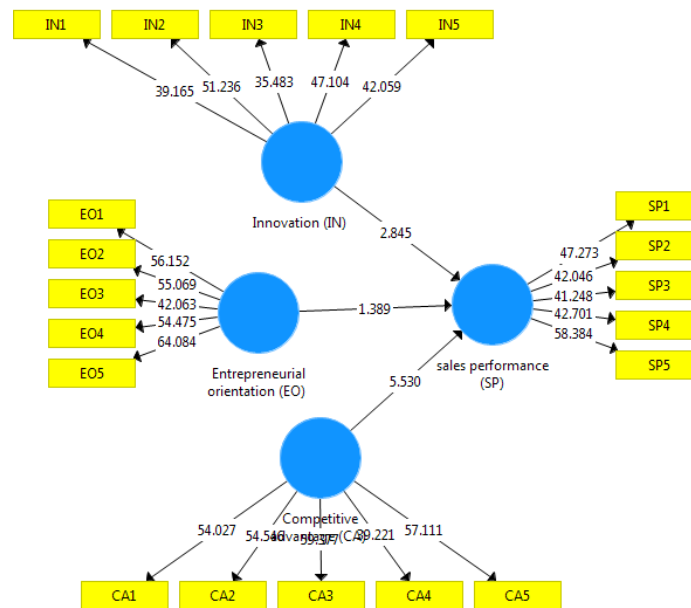


Figure 3. Hypotheses Testing

Hypothesis testing between exogenous constructs and endogenous constructs was carried out using the bootstrapping resampling method. Hypothesis testing is seen from the magnitude of the t-statistical value or p value. To assess the significance of the predictive model in model testing structurally, it can be seen from the t-statistic value between the independent variable to the dependent variable in the Path Coefficient table at the SmartPLS output below:

Table 3. Hypotheses Testing

Hypotheses	Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Decision
H1	IN -> SP	0,345	0,365	0,087	5,012	0,006	Supported
H2	EO -> SP	0,332	0,332	0,043	4,212	0,000	Supported
H3	CA-> SP	0,232	0,221	0,098	3,215	0,000	Supported

The effect of innovation on sales performance

Based on the data analysis, the p value of $0.006 < 0.050$ shows that innovation has a positive and significant impact on sales performance. So that means the higher the value of the entrepreneur's policy on innovation, it will have a positive effect on sales performance. In a pandemic condition like this, entrepreneurs feel that product innovation is increasing will experience changes to sales performance, where innovations made by entrepreneurs will incur large additional costs. However, Buyer interest during the pandemic seems to be decreasing. This research is supported by research according to Acosta et al. (2018); Alonso et al. (2019); in terms of market innovation, entrepreneurial orientation as an orientation to be first, have a risk-taking attitude, and be more proactive in changes that occur in the market. A business if it has a strong entrepreneurial orientation, will be more daring in taking risks, and not only sticking to past strategies. In a dynamic environment like today, an entrepreneurial orientation is clearly very important for the sustainability of a business. Therefore, according to Amankwah et al. (2019); Arzubiaga et al. (2019) states that companies that want to increase the success of a business must be entrepreneurial-oriented. Based on some of the opinions of these experts, the authors conclude that entrepreneurial orientation is the ability of a business or entrepreneur in managing its resources in order to produce business success with a change strategy so that it can compete and be more competitive.

Effect of entrepreneurial orientation on sales performance

Based on the data analysis, the p value of $0.000 < 0.050$ indicates that entrepreneurial orientation has a positive and significant influence on sales performance. So that means that the higher the value of the entrepreneur's policy on entrepreneurial orientation, the more influence it will have on sales performance. This research is not supported by research (Fatmawati 2016) that entrepreneurial orientation has a positive effect on sales performance. This research is also supported by According to Amankwah et al.(2019); Arzubiaga et al.(2019) which shows that entrepreneurial orientation has a positive effect on sales performance. Research results Basco et al.(2020);Covin et al.(2020);Dubey et al.(2020);Ferreira et al.(2020). shows that entrepreneurial orientation variables which consist of daring to take risks, making products according to customer desires, the ability of entrepreneurs to cope and anticipate all changes, the ability to recognize opportunities and commitment to innovation and creativity in introducing products have a positive effect on sales performance.

The effect of competitive advantage on sales performance

Based on the data analysis, the p value of $0.000 < 0.050$ shows that competitive advantage has a positive and significant influence on sales performance. So that means that the higher the value of competitive advantage, it will have a positive effect on sales performance. This research is supported by research by Karami et al.(2019); Luu, N., & Ngo, LV (2019); Okangi et al.(2019) that competitive advantage affects sales performance. This research is also supported by Luu &

Ngo (2019)); Okangi et al.(2019) which shows that competitive advantage has a positive effect on sales performance. The results of this study indicate that the competitive advantage variable consisting of discovery, development, and duplication has a positive effect on sales performance. Performance refers to personal success in achieving business goals from the four perspectives of finance, customer, process, and learning and growth. According to Basco et al. (2020); Covin et al. (2020);Dubey et al. (2020) argues that in measuring performance it is better to use the Balanced Scorecard which is one of the tools for measuring the performance of a business and to measure overall performance, both financially and non-financially by using 4 (four) perspectives, namely: customer perspective, internal business perspective, financial perspective (Financial), and growth and learning perspective. According to Ferreira et al. (2020); Hammerschmidt et al. (2019) business performance, which is a form of company achievement or achievement from various factors over a certain period of time that can be used as a basis for decision making or improvement if the performance is less than optimal

The results of this study are supported by the results of previous studies by Udriyah et al. (2019);Zhai et al. (2018). where competitive advantage has a positive and significant effect on marketing performance. The uniqueness of the attributes in the product as well as the quality of the taste of the product is guaranteed and the price is still in accordance with the consumer's ability to make consumers want to visit, make purchases that bring profits to the business. If a business does not have a unique or different value then the level of sales, profits and the level of consumer visits in a business may not necessarily increase superiorly. According to Suharto et al. 2022); Soomro et al. (2019); Udriyah et al. (2019);Zhai et al. (2018). In the modern business environment, intangible resources are more influential on performance (Connor, 2002). According to Purwanto et al. (2021); Pramono et al. (2021); Poudel et al. (2019);Suharto et al. 2022) Performance of MSMEs in growth measures such as asset growth, total sales and number of employees shows poor performance because the income from MSMEs is used to support the life of entrepreneurs to accumulate related wealth. It may not be appropriate to claim that the performance of MSMEs is not good while the owner's lifestyle is changing in a positive way. The results show that the innovations carried out by MSME actors have not been maximized and still have to be developed, so that business actors in implementing innovation in their business do not have a real influence on the performance of MSMEs.

According to Purwanto et al. (2021); Pramono et al. (2021); Poudel et al. (2019);Suharto et al. 2022); Soomro et al. (2019); Udriyah et al. (2019);Zhai et al. (2018). innovation is more focused on product innovation than marketing innovation, by changing or adding to the products offered to buyers it is more dominant in forming an entrepreneurial orientation. Innovation provides support for new products, services, processes and even the initiative to seek new things. According to Basco et al. (2020); Covin et al. (2020);Dubey et al. (2020) innovation, namely the ability to apply creativity in solving problems and opportunities to improve life. The product offerings by the company are now diverse, of course there are advantages of each product according to needs. As consumers, they will be more selective in the products they are interested

in. then entrepreneurs will compete to innovate the products produced so that consumers are interested in their products, and product innovation is carried out to retain consumers as regular customers.

CONCLUSION

Based on the results of data analysis and it can be concluded that entrepreneurial orientation has a positive and significant effect on sales performance, innovation has a positive and significant effect on sales performance. Competitiveness has a positive and significant effect on sales performance. The novelty of this research is the model of the relationship between the variables of innovation, entrepreneurial orientation towards competitive advantage and sales performance of SMEs in Indonesia. Therefore, company owners or leaders must invest in tangible and intangible resources to create a competitive advantage, this also applies to SMEs. The results of the research on entrepreneurial orientation show a positive influence on the performance of SMEs, in line with the resource-based view as a company's competitive advantage. It can be concluded that an innovation is necessary because every day is not the same, there are times when there are changes that require us to follow these changes. Likewise with product innovation, a product must have innovation made by an entrepreneur because consumer tastes for a product will always change with the times. Product innovation is carried out to maintain the continuity of a company along with increasingly fierce competition. Every business actor realizes the importance of innovating in creating creativity, both innovation in products, services, technology and marketing. Every company that innovates will definitely lead to success because new ideas are able to find opportunities

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