

## THE INFLUENCE OF ENTREPRENEURIAL ORIENTATION AND COMPETITIVE ADVANTAGE ON PERFORMANCE

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### Abstract

*This research aims to examine the influence of entrepreneurial orientation, competitive advantage and on the performance of culinary MSEs in West Sumatra. This research helps MSEs to apply the results of this research in increasing the competitive advantage and performance of MSEs. The research method used is quantitative. The population in this research are owners or managers of culinary MSEs in West Sumatra. The sample used was 160 samples using a non-probability sampling method and using a purposive sampling technique. This research uses PLS-SEM with the help of SmartPLS software version 4.0. The research results show that entrepreneurial orientation has a positive and significant effect on the performance of culinary MSEs in West Sumatra. Entrepreneurial orientation has a positive and significant effect on competitive advantage. Competitive advantage has a positive and significant effect on the performance and entrepreneurial orientation influences performance through the competitive advantage of culinary MSEs in West Sumatra.*

**Keywords: Competitive Advantage; Entrepreneurial Orientation; Performance**

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## INTRODUCTION

According to the Indonesian Minister of Finance, Sri Mulyani, the development and empowerment of micro, small and medium enterprises (MSMEs) is very important for the global economy, because MSMEs are the backbone of the world economy, MSMEs contribute 90% of business activities and contribute more than 50 percent jobs around the world. MSMEs can build the business world in Indonesia. The industrial world is experiencing significant development, especially micro, small and medium enterprises (Maksum et al., 2020). Micro, Small and Medium Enterprises (MSMEs) have an important role in economic development, such as providing labor and sources of income for the people.

The Coordinating Ministry for Economic Affairs of the Republic of Indonesia stated that MSMEs play an important role in the growth of the Indonesian economy, with their number reaching 99% of all business units. The contribution of MSMEs to GDP also reached 60.5% and to labor absorption reached 96.9% of total labor absorption. The Coordinating Ministry for Economic Affairs of the Republic of Indonesia stated that the contribution of MSMEs to Indonesia's GDP in 2022 will continue to increase to 60% and 16.65% of national export earnings. High employment absorption by MSMEs also continues to grow to reach 96.99% - 97.22% with the number of MSME actors reaching 62 million or around 98% of national

business actors. And the majority of Indonesian micro-small scale businesses or industries (IMK) operate in the food sector. The number of IMKs in the food sector reached 1.51 million business units in 2020 (BPS, 2020).

The number of MSMEs is quite high, one of which is in the province of West Sumatra, where 98% of the economy of the people of West Sumatra is driven by MSMEs themselves. The people of West Sumatra are famous for their culture self-employed, this can be seen from the characteristics of the food from those cities in West Sumatra which is produced by both the community and MSMEs local. It was recorded from the Ministry of Finance in 2022 that the amount was stated. MSMEs as many as 580,344. Based on BPS (2012) the number of culinary businesses in Indonesia increases every year but the growth always decreases, Therefore, an MSME must have a competitive advantage in order to be able to do so continues to survive and develop in the era of globalization. Every business actor is required to improve business performance because business competition is increasingly dynamic and complex, so achieving the success of a product will affect its performance.

Performance itself is used more to measure the effectiveness of a business actor's strategy. So to create a strategy it must be aimed at obtaining decent financial performance and good marketing performance (such as growth rate and sales volume) (Wirawan, 2017). As an entrepreneur who is in control of operating a business, you can certainly face various obstacles in the future, so a more thorough understanding of entrepreneurial orientation is needed in forming behavior that is suitable for an entrepreneur. Entrepreneurial orientation is a company culture that can lead to increased company performance. Entrepreneurial orientation is also the most effective and efficient organizational culture for creating the behavior needed to create superior value for buyers and create extraordinary business performance (Retnawati & Retnaningsih, 2020). Apart from that, a company is also required to have a competitive advantage to improve company performance. Products that have value can make a business survive stronger among competitors so that competitive advantage must be maintained in the midst of market competition.

It is emphasized that the core of performance is competitive advantage. According to (Fatmawati, 2016) competitive advantage is defined as benefit strategy from business owners who collaborate to create a more effective competitive advantage in their market. Competitive advantage is also defined as a collection of several points that differentiate MSMEs from competitors and provide a unique and superior position in the market. Competitive advantage is also measured through breakthrough, differentiation, and low cost leadership (Afsharghasemi et al., 2013). Research conducted by (Noviyana & Sitorus, 2023) states that MSMEs that have a competitive advantage over suppliers, customers and communities to face competition can improve company performance.

## METHOD

This research uses a quantitative approach, namely a research method that refers to a certain population or sample, using research instruments, statistical data analysis, which aims to test the stated hypothesis. This research design uses hypothesis testing or hypothesis testing. The data collection method in this research was by distributing questionnaires to culinary MSE owners domiciled in West Sumatra. The variables used in this research consist of three, namely: the independent variables entrepreneurial orientation, competitive advantage, and performance. The population in this research is culinary MSEs in West Sumatra.

The sample collection technique is purposive sampling because sampling is limited to certain people who can provide the desired information because only they have that information or meet the criteria determined by the researcher. The sample criteria in this research are: MSEs in the culinary category and have been operating for a minimum of three years. The number of samples in this study was calculated using a formula Hair et al. (2017) namely 5 to 10 times the number of indicators. In this research, 32 x 5 is used, so the total sample in this study was 160 samples.

This research uses the partial least squares method for structural equation modeling. The data analysis technique uses Structural Equation Modeling (SEM) with SmartPLS software. After the questionnaires were distributed and collected, the data was processed using SmartPLS and using a 1-5 liker scale. Data testing will be seen from descriptive analysis and instrument testing. Instrument testing consists of validity, reliability and inner model tests which contain hypothesis tests and mediation tests.

## RESULTS AND DISCUSSION

### Respondent Characteristics

Of the total respondents numbering 160 people, the characteristics of respondents based on position in the business were dominated by 77 owners with a percentage of 48.1%, 67 owners and managers or 41.9%, 11 managers or 6.9% and others such as head bar, kitchen, regular employees as many as 5 people or 3.1%. Characteristics based on gender are dominated by 99 women or 61.9% and 61 men or 38.1%. By age dominated by respondents aged <28 years as many as 55 people or 34.4%. Based on the latest education, respondents were dominated by S1/D4 education as many as 66 people or 41.3%. Characteristics based on other professions are dominated by 67 respondents or 41.9% of respondents who work as housewives. The respondents involved were dominated by 90 people or 56.3% who had never attended training. Based on business location, 78 units or 48.8% of respondents had businesses located in the city of Padang. Characteristics based on

the number of workers are dominated by <5 people in 138 business units or 86.3%. Based on monthly turnover, it is dominated by turnover of 1-20 million rupiah, 113 or 70.6%.

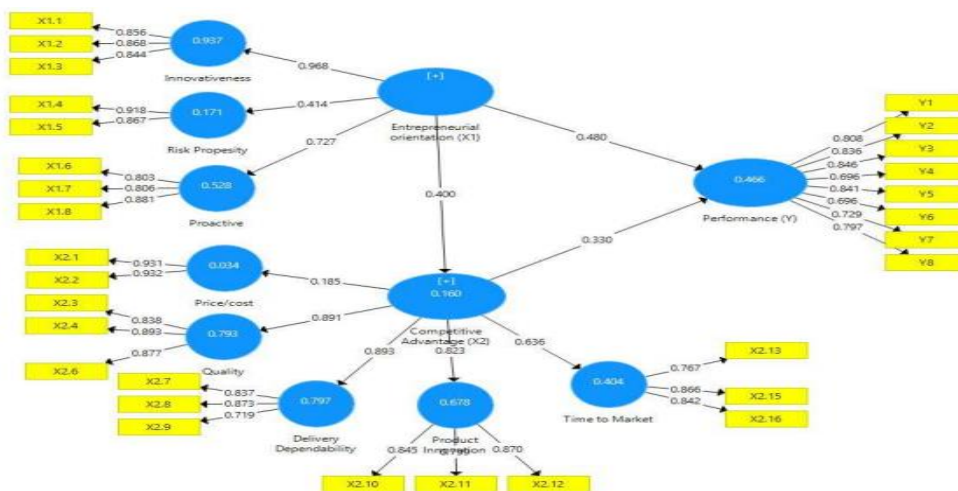
**Data Testing Analysis**

Data testing in this research used the SmartPLS 4.0 program using the Structural Equation Modeling (SEM) method which consists of validity testing, reliability testing, structural mode testing, and hypothesis testing.

**Validity and Reliability Test**

The validity test was carried out on 160 respondents with the aim of measuring whether the questionnaire was valid or not. To test convergent validity, the outer loading indicator value > 0.7 is used. Evaluation of discriminant validity can be carried out using the Average Variance Extracted (AVE) method for latent variables. The AVE value describes the large diversity of variables that a latent construct can have. A minimum AVE value of 0.5 indicates a good measure of discriminant validity. The discriminant validity value is seen by paying attention to the cross loading value. The cross loading value aims to assess the adequate level of discriminative validity for each construct, by comparing the correlation between constructs. The reliability test shows the extent to which the measuring instrument is reliable or trustworthy.

The reliability test in this study used the Composite Reliability coefficient and Cronbach Alpha measurement techniques. Composite reliability is said to be better if it has a composite reliability value > 0.6. The reliability test can be strengthened by using the Cronbach alpha value. A variable is declared reliable if it has a Cronbach alpha value > 0.6. All data analyzed in this research has met the validity and reliability tests so that further tests can be carried out. By dropping or deleting loading factor values that are still below 0.70. In this research, one deletion of the indicator was carried out, resulting in the final outer loading results as follows:



**Figure 1.** Bootstrapping output after drop  
 Source: Data processing from SmartPLS (2024)

## Inner Model

**Table 1.** R-Square Value

	R Square
Competitive Advantage (X2)	0.160
Performance (Y)	0.466

Source: Data processing from SmartPLS 4.0 (2024)

From the table above, it can be seen that the R square value for competitive advantage is 0.160, which can be interpreted to mean that entrepreneurial orientation influences the competitive advantage of MSEs by 16% while the remaining 84% is influenced by other variables outside this research. Furthermore, the R square value for performance is 0.466, which can be interpreted that entrepreneurial orientation and competitive advantage influence MSE performance by 46.6% and the remaining 53.4% is influenced by other variables outside this research.

## Hypothesis testing

To see whether or not a proposed hypothesis is accepted, it is necessary to carry out hypothesis testing using the Bootstrapping function in SmartPLS 4.0. The hypothesis is accepted at a significance level smaller than 0.05 or the t-value exceeds the critical value (Hair et al., 2022). The t table value at the 5% significance level is 1.65.

**Table 2.** Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
EO(X1) -> P(Y)	0.480	0.480	0.077	6,198	<b>0,000</b>
EO (X1) -> CA (X2)	0.400	0.405	0.085	4,693	<b>0,000</b>
CA(X2) -> P(Y)	0.330	0.331	0.083	3,994	<b>0,000</b>
EO(X1) -> CA(X2) -> P(Y)	0.132	0.135	0.047	2,822	<b>0.002</b>

Source: Data processing from SmartPLS 4, 2024

From the table above it can be seen that hypothesis 1, namely Entrepreneurial orientation has a positive and significant effect on performance. This means that the better a person's entrepreneurial orientation, the higher the MSE performance will be. These results are in line with the research conducted Dahana et al., (2020), Hajj (2017) And (Triani & Yeni, 2023) which states that entrepreneurial orientation has a positive and significant effect on MSE performance. The second hypothesis shows that result Entrepreneurial orientation has a positive and significant effect on competitive advantage. That is, level Entrepreneurial orientation does not affect the competitive advantage of culinary MSEs. The results of testing

this hypothesis are supported by research conducted by Anggraini et al., (2022), Bhegawati & Yuliasuti (2019) that entrepreneurial orientation has no effect on the competitive advantage of the Batok industry. The results of the 3rd hypothesis show that competitive advantage has a positive and significant effect on performance.

The results of this test are supported by research conducted by Noviyana & Sitorus, (2023) who also found that competitive advantage had a positive and significant effect on the performance of MSEs in the food and beverage sector in West Jakarta. MSMEs that have a competitive advantage over suppliers, customers and the ability to face competition can improve business performance. The results of this research are also in line with research conducted by (Zahid et al., 2020) And Retnawati & Retnaningsih (2020) which states that competitive advantage has a positive and significant effect on MSE performance. The fourth hypothesis of entrepreneurial orientation towards performance through competitive advantage of culinary MSEs shows that it has a positive and significant effect on performance through competitive advantage. That is, level Entrepreneurial orientation influences the competitive advantage and performance of culinary MSEs.

## CONCLUSION

Results research shows that Entrepreneurial orientation has a positive and significant effect on the performance of culinary MSEs in West Sumatra. Entrepreneurial orientation has a positive and significant effect on competitive advantage. Competitive advantage has a positive and significant effect on the performance of culinary MSEs in West Sumatra and entrepreneurial orientation influence on performance through competitive advantage Culinary MSEs in West Sumatra. The limitations of this research are limited to objects that are limited to MSMEs in West Sumatra, but are not able to represent all existing districts or cities because the distribution of questionnaire results is not evenly distributed and is limited to the use of the variables used, namely entrepreneurial orientation, competitive advantage and performance. It is recommended that further research be carried out for the sample size, analyzing using other factors can influence MSE performance such as business strategy, influence of the macro environment, access to information, technology and can use financial and non-financial indicators so that business performance measurement can be better.

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