

## ENTREPRENEURIAL ORIENTATION TOWARDS COMPETITIVE ADVANTAGE AND PERFORMANCE OF MSME

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**Abstract:** This study aims to determine the effect of entrepreneurial orientation on the competitive advantage and performance of MSME. This research was conducted on a clothing retail store owner in Ajamu, Panai Hulu Subdistrict, Labuhanbatu Regency. The sample population used was 130 respondents using non-probability methods in the form of incidental and purposive sampling. This study, using the normality test and path analysis techniques with the help of the Amos software application. The results of the study found that Entrepreneurial Orientation has a positive and significant effect on Competitive Advantage. Entrepreneurial orientation has a positive and significant impact on the performance of MSME. Competitive Advantage has a positive and significant effect on the performance of MSME.

**Keywords:** Entrepreneurial Orientation, Competitive Advantage, Performance Of MSME

**Abstrak:** Penelitian ini bertujuan untuk mengetahui pengaruh orientasi kewirausahaan terhadap keunggulan bersaing dan kinerja UMKM. Penelitian ini dilakukan pada seorang pemilik toko retail pakaian di Ajamu, Kecamatan Panai Hulu, Kabupaten Labuhanbatu. Populasi sampel yang digunakan adalah 130 responden dengan menggunakan metode non-probabilitas berupa incidental dan purposive sampling. Penelitian ini menggunakan teknik uji normalitas dan analisis jalur dengan bantuan aplikasi software Amos. Hasil penelitian menemukan bahwa Orientasi Kewirausahaan berpengaruh positif dan signifikan terhadap Keunggulan Bersaing. Orientasi kewirausahaan berpengaruh positif dan signifikan terhadap kinerja UMKM. Keunggulan Kompetitif berpengaruh positif dan signifikan terhadap kinerja UMKM.

**Kata Kunci:** Orientasi Kewirausahaan, Keunggulan Bersaing, Kinerja UMKM

## INTRODUCTION

MSME stands for micro, small and medium enterprises, which is a major economic activity and has a strategic role in improving the national economy. The role of MSMEs is very important in the country's economic growth, seen in their role as servants, the process of equalization, increasing income, encouraging broad economic growth in society, and creating national stability. In addition, MSMEs also play a role as creators of new entrepreneurs, entrepreneurs are currently faced with a wave of industry 4.0, which requires MSMEs to rearrange their way of doing business so that they are left behind amid competition for entrepreneurial orientation and performance is a pioneer as well as strengthening to have a competitive advantage (Wardi & Susanto, 2015)

In the world of work, the business has increased competition. One of the smart measures in dealing with the problem of economic imbalance and social crises that can be done is by developing MSMEs, MSMEs are one of the economic activities that use simple technology and require a workforce that can create equality. Opportunities and income distribution will later help improve the economy and regional income (Medhika et al., 2018). In competition, it can be achieved if a company or MSME business has superior entrepreneurship because of the importance of skills in a business as described by (Peteraf, 2011). Developing countries have changed their orientation a lot by empowering the MSME sector when looking at the experiences in each developed industrial country regarding the importance of the role of the MSME sector and its contribution in supporting strengthening people's economic growth to realize and maintain national competitiveness and even at the global level (Medhika et al., 2018).

MSME businesses develop and advance to increase the chances that occur in the increase in raw materials, the level of competition among competitors, and others. So MSMEs are required to increase their competitive advantage and performance to support the continuity of these MSMEs with a description of what kind of business strategies must be owned by MSMEs to be able to compete in the harsh competition of today's business (Widiatmo, 2019). MSMEs are an important element in driving the economy in a region, productive MSMEs will also have implications for new jobs that can reduce the number of unemployed, so local governments have an important role in stimulating and stimulating the growth of MSMEs in their regions (Zulkarnain & Mukarramah, 2019). In Labuhanbatu

Regency, MSMEs are becoming one of the sectors that are increasingly becoming a concern under the leadership of Labuhanbatu Regent H. Andi Suhaini Dalimunthe, ST, MM, the Labuhanbatu Regency Government continues to strive to increase the growth of MSMEs on earth if this development in “ika bina en pabolo”, of course, it is not easy to achieve all that is necessary. hard work and support from all parties. While the Head of Labuhanbatu Cooperatives and MSMEs Service Office Taufik Siregar also agrees with this, according to him, of course, there are various things in encouraging the development of MSMEs in Labuhanbatu, from budget constraints to awareness and mental issues of the UMKM actors themselves. Head of Labuhanbatu MSMEs House Khairul Anwar said, Until November 2019, there are at least 400 MSMEs that are members of the Labuhanbatu MSMEs House. D quoted from Labuhanbatu, Pamartanusantara.Co.Id

This study aims to see the influence of entrepreneurial orientation on competitive advantage and the performance of MSMEs. The population of this research is food and beverage MSMEs in Panai Hulu, Labuhanbatu Regency. The sampling technique used a causal research method. This research is supported by (Zulkarnain & Mukarramah, 2019), and has also been researched by oleh (Sirivanh et al., 2014), (Priatin et al., 2017), (Wardi & Susanto, 2015) (Imam & Zainul, 2014) (Usvita, 2015), (Yassin & Ali, 2018) (Hu, 2013) (Arief et al., 2013) (Hajar & Sukaatmadja, 2016a) (Imam & Zainul, 2014), and (Mulyana & Sutapa, 2014).

### **Entrepreneurial Orientation**

Entrepreneurial orientation has many theories that lead to a process, practice and decision making towards new inputs and has 3 aspects of entrepreneurship, namely taking risks, acting proactively and always being innovative (Ranto, 2016). This is confirmed by (Aulia et al., 2019) and (Widiatmo, 2019), who state that the better entrepreneurial orientation will increase the company's competence in marketing its products towards a better business performance. Entrepreneurship or entrepreneurship is a creative endeavor that is created based on innovation in producing something new, there is added value, provides benefits, builds employment and the results are beneficial for others. Based on research and experts, it can be concluded that entrepreneurial orientation has 3 aspects or indicators, innovativeness, proactive and dare to take risks. Innovativeness or Innovativeness is the extent to which an entrepreneur can get new ideas from other members or from himself that show a real change

in behavior, which is the main goal of most company programs. According to (Sunardi et al., 2019) said that innovativeness is an act of processing and implementing something new, be it ideas, products or services in realizing a change in a company.

Proactive is an attitude of an entrepreneur in controlling our lives, a proactive entrepreneur who is responsible for any action he will do, all behavior is a product of his conscious choice based on the thoughts and calculations he believes in. According to (Rizkiani & Sawitri, 2015) said that an entrepreneur who has a proactive personality is characterized by 1) the ability to identify opportunities 2) shows initiative 3) takes action for change 4) is persistent. Dare to take risks is one of the keys to starting a business because in this case there are so many things to deal with and think about, namely daring to lose, daring to make decisions, daring to face problems, daring to refrain from using company money for fun, and dare to go bankrupt. This is supported in research (Ekawati<sup>2</sup>, 2017)

### **Competitive Advantage**

Competitive advantage is a change in the value that a company can create for its buyers. Competitive advantage is something that allows a company to get a higher profit than the average advantage obtained by competitors in the industry. In this theory of competitive advantage put forward in Michael Porter's book, *Competitive Advantage* (1985), porter formulates 2 types of comparative competitive advantage, namely low cost (low cost) and product differentiation (product difference). To create a competitive advantage in entering the global market, a company is required to increase the ability of an entrepreneur, the ability in question is an entrepreneur's ability to turn on market news that is owned even more to win the market from competitors (Ni Made Putri Dewi 1 Ni Wayan Ekawati 2, 2017). This was also researched by (Hajar & Sukaatmadja, 2016a).

### **MSME Performance**

According to Wikipedia, the answer to performance is the success or failure of the organizational goals that have been set. According to Anwar Prabu Mangkunegoro (2000: 67) performance is the result of work in quality and quantity that has been achieved by employees or employees in carrying out their duties with the responsibility given to them. So it can be denied that a person's performance is seen from the results of what he/she does following the task given if the results are good then the performance is good and vice versa. MSMEs according to (Aribawa, 2016) state that the performance of MSMEs is the result of

work achieved by an entrepreneur and has implemented a given task within the company and for a certain period and will be related to the standard measure of the value of the company where the entrepreneur works. Previous research has also been conducted (Lanang et al., 2014)

### **Relationship between Entrepreneurial Orientation and Competitive Advantage**

Strengthening entrepreneurship in an important orientation is a very important direction for a company that will increase its responsiveness in facing a global and frequently changing environment. At this time the company will not continue to be able to survive when mutations and is faced with rapid innovation if an entrepreneur is unable to maintain his entrepreneurial abilities, it will lose to competition (Gartner & Drucker, 2009). Previous research has been conducted (Indah Merakati, Rusdarti, 2017). The population in her research was the Trusmi cough UKM in the Cirebon district with a population of 232 respondents who stated that entrepreneurial orientation had a positive effect on competitive advantage. Similar to the research above (Widiatmo, 2019) suggests that entrepreneurial orientation has a significant effect on competitive advantage. With high entrepreneurial orientation behavior, it will be able to encourage companies and MSME managers to continue to be able to carry out learning so that they can continue to have a competitive advantage.

H1: Entrepreneurial orientation has a positive and significant effect on competitive advantage.

### **The Relationship of Entrepreneurship Orientation to the Performance of MSMEs**

Porter (2008) defines entrepreneurial orientation as a strategic way that benefits companies to be able to compete more effectively in the same marketplace, entrepreneurial orientation has a very important role in improving business (Keh et al., 2007). Research that has been conducted by (Silviasih et al., 2016) states that entrepreneurial orientation towards UMKM performance has a positive and significant relationship to business performance within the company. The same thing was also done by (Ie & Pratama, 2019) who also said that there was a positive and significant influence on entrepreneurial orientation towards MSME performance. So based on the above statement, the hypotheses proposed in this study are:

H2: Entrepreneurship Orientation Has a Positive And Significant Influence on the Business Performance of MSMEs

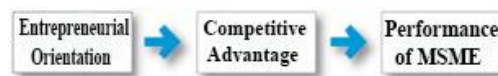
### **The Relationship between Competitive Advantage and MSME Business Performance.**

Competitive advantage can advance the company through the ability to survive in a dynamic business competition environment as a driver of company performance through sales development, profits, and increasing the number of consumers.

In the research conducted (Medhika et al., 2018), explaining the effect of entrepreneurial orientation and competitive advantage on SME performance, research conducted in the endek fabric industry in Klungkung district based on this research, the competitive relationship is positive and significant on business performance. Research (Widiatmo, 2019). concludes that competitive advantage has a significant effect on the company's business performance, management on company competence related to higher performance. So the hypothesis proposed in this study are:

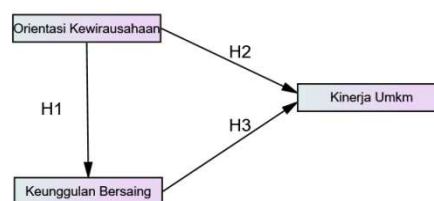
H3: Competitive Advantage Has A Positive And Significant Effect On Umkm Business Performance

Based on several literature reviews and development hypotheses that have been previously mentioned, a conceptual framework can be drawn up as follows:



**Figure 1.** Model 3 Stage of MSME Performance Process

Source: processed data, 2021



**Figure 1.** Conceptual Framework

## METHOD

The research method used in this study is to use causal research which aims to obtain results in the form of data on the role of Entrepreneurial Orientation on Competitive Advantage and Employment of MSMEs in ajamu retail stores. The location where the research was carried out was in Ajamu and around the Labuhanbatu district because it has high economic potential so that business people create UMKM businesses. The number of respondents or samples

taken was 130 respondents. Samples were taken using incidental and side purposive sampling techniques.

Incidental is a technique for determining a sample based on chance, that is, anyone who happens to be found or is used as a sample, if it is seen that the person who happened to be met is suitable as the source of the data and he is willing to answer. Purposive sampling is a technique in determining the sample which is determined based on certain characteristics (Sugiyono, 2014). The intended purpose is a sample that has been determined based on certain criteria, namely: 1) the owner of a licensed clothing store that has been around for at least 2 years, 2) a clothing retail store operates in the sub-district of Panai Hulu sub-district, 3) a clothing retail store sells women's or men's clothing. The questionnaire is measured by a Likert scale which is used to represent the answers to the questionnaire, namely 1-5: value 1: strongly disagree (STS), value 2: disagree (TS), value 3: neutral (N), value 4: agree (S), value 5: strongly agree (ST). The technique used in this study uses a path analysis technique and a single test. The definitions of x and y as variables are explained as follows: (x1) Entrepreneurial orientation is the ability of an entrepreneur who already has a business or owner in building a creative and innovative work environment during increasingly fierce competition. There are 3 indicators for entrepreneurial orientation variables, namely: 1) innovativeness, 2) proactive, 3) dare to take risks. (y1) Competitive advantage is a way for an entrepreneur as a strategy to be superior compared to other competitors. There are 4 indicators of competitive advantage variables, namely: 1) competitive price, 2) exploration of opportunities, 3) competitive threat defense, 4) customer relationships. (y2) MSME performance is a form of measurement of the prestige of an entrepreneur that has been obtained from the overall marketing process activities of a company or organization. There are 2 indicators of MSME performance variables, namely: 1) sales growth, 2) profitability. So based on the information that has been described above, it can be concluded and described as in the table below:

**Table 1. Identification of Research Variables**

No	Variable	Indicator	Source	Scale
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1.	Entrepreneuria l Orientation (X)	X1 Innovativeness X2 Proactiveness X3 Dare to take risks	(Sunardi et al., 2019) (Madhoushi et al., 2011) (Unud, 2017)	Likert
2.	Competitive Advantage (Y1)	1 1 Competitive price Y1 2 Opportunity exploration Y1 3 Competing threat defenses Y1 4 Customer relations	(Lee & Chu, 2011) (Agha et al., 2011) (Hajar & Sukaatmadja, 2016a) (Sirivanh et al., 2014)	Likert
3.	MSME performance (Y2)	Y2 1 Sales growth Y2 2 Profitability	(Dewi, 2016) (Hajar & Sukaatmadja, 2016a)	Likert

Source: (Hajar & Sukaatmadja, 2016)

## RESULTS

**Table 3. Analysis of Entrepreneurship Orientation Paths to Competitive Advantage and MSME Performance**

			Estimate	S.E.	C.R.	P	Label
Competitive_	<---	Entrepreneurial	1,064	,068	15,668	***	par_1
Advantage		_Orientation					
MSME_perfo	<---	Competitive_Ad	,520	,044	11,725	***	par_2
rmance		vantage					
MSME_perfo	<---	Entrepreneurial	,122	,058	2,100	,002	par_3
rmance		_Orientation					

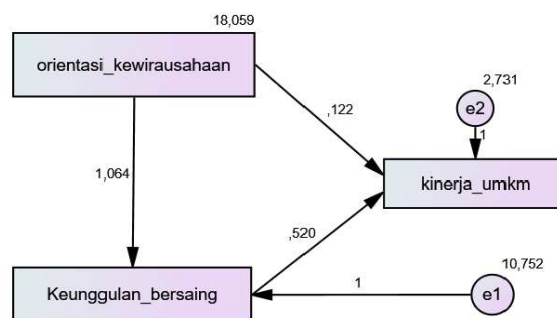


The results of the above analysis are in table 3. It can be seen that the results of the value of entrepreneurial orientation towards competitive advantage are \*\*\* which means that the Sig. 0.000 value is smaller than 0.05, identifying that entrepreneurial orientation has a significant effect on competitive advantage. The magnitude of the influence of entrepreneurial orientation on Competitive Advantage is 1.064 as shown in the table above, it is said that the Entrepreneurial Orientation to Competitive Advantage has a positive and significant effect.

Based on the results of the analysis of table 3, the value of competitive advantage on MSME performance is \*\*\* which means the value is sig. t 0.000 < 0.05 identifies that the competitive advantage is significant towards the performance of MSMEs because the value of the analysis results is smaller than the value of 0.520.

Based on table 3, shows the magnitude of the influence of entrepreneurship orientation on the performance of MSMEs is 0.431. So the Competitive Advantage of MSME Performance has a positive and significant effect

The results of the analysis of the Entrepreneurship Orientation Pathway to MSME Performance in table 3 have a value as large as Sig. 0.002 is less than 0.05, it can be concluded that entrepreneurial orientation has a positive and significant effect on MSME performance. From table 3 above shows that the results of the analysis are 0.122. So it can be interpreted that Entrepreneurship Orientation has a positive and significant effect on the performance of MSMEs. So from the above research, it can be concluded that the results obtained are as follows:



Source: processed data, 2021

### The Influence of Entrepreneurial Orientation on Competitive Advantage

Based on the test results which have shown that the positive beta coefficient value is 1.064

with a significance level of  $0.000 < 0.05$  which means that H1 is accepted. These results identify that entrepreneurial variables have a positive and significant effect on the competitive advantage at the clothing retail store in Ajamu. So it is also said that the clothing retail store in Ajamu has a high entrepreneurial orientation which will be able to increase the competitive advantage that the store has, by having a high entrepreneurial orientation will be able to make strategies in competing so that it has an advantage in competing.

The results of this study are also supported by previous research conducted by (Mulyana & Sutapa, 2014) which states that entrepreneurial orientation has a significant effect on the competitive advantage which will develop ideas, be creative and realize forms of innovation. Research (Nizam et al., 2020) states that entrepreneurial orientation has a significant effect on the competitive advantage of a business that is capable of introducing innovation so that business can lead and reduce the possibility of competitors to make innovations that can increase competitive advantage.

### **The Influence of Entrepreneurial Orientation on the performance of MSMEs**

Based on the research, the test results showed a positive beta coefficient value of 0.122 with a significant value of 0.002 which is less than 0.05, which means that H2 is accepted. The results of this study indicate the variable that entrepreneurial orientation has a positive and significant effect on the performance of MSMEs at the ajamu retail shop, this also shows that a high entrepreneurial orientation will be able to increase good entrepreneurial orientation activities that will be able to determine a good strategy that performance is by the target. has determined the retail store market in Ajamu.

The results of this study are also supported by previous research conducted by (Zulkarnain & Mukarramah, 2019) which has examined the effect of entrepreneurial orientation and market orientation on the performance of MSMEs in Labuhanbatu and South Labuhanbatu, the results of the research presented are that entrepreneurial orientation has a positive and significant effect on performance. MSME the better the entrepreneurial orientation, the better the MSME performance and also the less good spirit of entrepreneurial orientation, the good relations also the performance in MSME. This research has been conducted by (Muchtar et al., 2019) saying that craftsmen have a lack of trust in other craftsmen, a bad and bad sense of commitment and opportunistic attitudes are the causes of decreased performance in business.

### **Effect of Competitive Advantage on performance**

Based on the results of research that has been done, it shows that the value of the positive beta coefficient is 0.520 with a significance level of  $0.000 < 0.05$ , which can be concluded that H3 can be accepted. The results of this study indicate that the competitive advantage variable has a significant effect on the performance of MSME at retail stores in Ajamu. So it is said that ajamu has a large competitive advantage that it will be able to improve the performance of the MSME and vice versa if the competitive advantage is small, the MSME performance will also decrease and even not be able to perform well to attract consumer interest again.

The results of this study are supported and conducted by (Arief et al., 2013) which states that competitive advantage can increase the performance of the MSME, the higher the excellence, the more the MSME performance will be. In research (Medhika et al., 2018) said that competitive advantage has a positive and significant effect on UMKM performance, which shows that the higher the existing competitive advantage will improve the performance of these MSME business actors.

### **CONCLUSION**

From the research that has been carried out and the results of the discussion, it can be concluded that entrepreneurial orientation has a significant effect on competitive advantage in the ajamu retail shop, the results of this study indicate that the higher the entrepreneurial orientation, the higher the competitive advantage in the MSME. Entrepreneurial orientation has a positive and significant effect on the performance of MSME at the retail stores in your place. The results in this study indicate that the higher the level of entrepreneurial orientation, the greater the performance of the MSME and vice versa, the weaker the entrepreneurial orientation, the lower the MSME performance because by having a good entrepreneurial orientation, clothing retail stores can determine strategies in a good performance. the clothing retail store. Competitive advantage has a positive and significant effect on MSME performance.

The results of the study concluded that the higher the level of competitive advantage, the better the performance of the MSME. This also shows that the ajamu retail shop has a good competitive advantage so that MSME players have a good performance. After completing this research, the suggestions that can be given to MSME actors are MSME

actors to be more courageous in taking risks in taking advantage of existing opportunities and also to future researchers who should add other variables in their research and also expand the scope of research carried out in clusters that representing Rantau Prapat or Labuhanbatu Raya.

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