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Marketing Performance: Entrepreneurial Orientation AND Competitive Advantage

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Abstract

The aim of the study was to examine entrepreneurial orientation towards marketing performance mediated competitive advantage. The research design used quantitative descriptive research using primary data in the form of respondents' answers through questionnaires. The sample of this study is the leader / owner / decision maker in the nutmeg candied industry in Bogor Regency, West Java, which amounted to 185. The results of the study explained that entrepreneurial orientation is able to improve marketing performance, while competitive advantage is able to moderate between entrepreneurial orientation and marketing performance. However, there are research findings that explain that the competitive advantage of these entrepreneurs is not the only way for the industry to be able to compete, it turns out that there is another thing, namely continuous innovation. Keywords: entrepreneurial orientation, competitive advantage and marketing performance

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Background

In the era of the industrial revolution like now, marketing is the main tool and has an important role for the success of the company. In this context, companies are faced with competition, showing each advantage, implementing various strategies to achieve profits. The important role of business actors in the marketing world also contributes collectively to long-term business development. Long-term business development which in this case becomes one of the company's goals in order to improve marketing performance. Improving marketing performance is a concept used to measure market performance that has been achieved by the company. The key to improving marketing performance is to use sales growth, profits and market share.

Competitive advantage has two interconnected understandings. The first understanding is based on resources and the second

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understanding is based on competitive strength (Day & Wensley, 1988: 201). Companies that continue to pay attention to the development of competitive advantages and strive to improve marketing performance, will have the opportunity to achieve a good competitive position, then in fact the company already has strong capital and continues to compete with other companies (Droge et al., 1994). Competitive advantage can also be in the form of position advantage over competitors, as explained by Chen et al., (2009) that competitive advantage as a company that has several positions where competitors cannot imitate the company's strategy so that the company obtains sustainable benefits.

Chen et al (2009) further explained that there are four measurements of the company's competitive advantage, including; whether the company has lower costs compared to competitors, whether the company has better managerial capabilities than competitors, whether the company has better profitability and whether the company is a prime mover in some areas and occupies an important position. Porter (1990:15) explains that competitive advantage is at the heart of marketing performance to face competition. Styagraha (1994: 33) which states that competitive advantage is the ability of a business entity to provide more value to its products than competitors. Ngo, Quang-Huy (2021) conducted research in Vietnam with the object of research, namely Small and Medium Enterprises, the results of the study explained that there is a match between market orientation towards improving marketing performance.

Poerwanto et al (2022) examined marketing performance with market orientation and innovation as mediation. The results showed that market orientation has a significant effect on exploration innovation, exploitative innovation, and company performance. Exploration innovation has a significant effect on company performance, but innovation cannot be mediated. Sukartini et al (2018) with the research title Market Orientation and Its Impact on Product Innovation and Marketing Performance of SMEs in Bali. The results of the study explain that market orientation and product innovation have a positive and significant effect on marketing performance. Villanueva et al (2008) with the results of the study explained that entrepreneurial orientation and market orientation have a significant effect through innovation.Siagian et al., (2021) with the results of the study explaining that there are still several factors both from internal and external that cause the performance of SMEs in Bogor Regency is not optimal. Therefore, SME business actors need to deepen and develop various marketing strategies to support good business sustainability. The marketing strategy referred to in this context is none other than market orientation and entrepreneurial orientation. These factors determine and have a significant influence on the marketing performance of SME businesses when supported by creativity and innovation by actors directly involved in the business.

During the Covid-19 pandemic, from the consumer food demand side, demand varies depending on food prices, consumer income levels, sociodemographic situation, consumption, shopping preferences and time constraints (Aday & Aday, 2020). Without continuous development and innovation, disruption of internal and external conditions will undermine the market balance between supply and demand (Faisol et al., 2022). Companies that have knowledge about customers and competitors can respond with appropriate strategies, such as innovating (Chang et al., 2021). Cravens et al., (2009) Market orientation is a business perspective that focuses on all company activities. Research (Protcko & Dornberger, 2014) & (Asashi & Sukaatmadja, 2017) shows that market orientation improves marketing performance. Findings (Han et al., 1998) and (Hatta, 2015) On the other hand, it contradicts directly to this finding, that marketing performance is not determined by market orientation factors.

Narver & Slater, (1990) Research on the effect of market orientation on performance continues to be of interest to corporate strategy, although some research on the relationship between market orientation and performance continues to produce mixed results. Entrepreneurial orientation is a business practice that can be used to educate employees. Entrepreneurial orientation as an effective and efficient organizational culture to create the behaviors needed to create key value for buyers and generate unparalleled execution for the company. The business organization will be based on basic external and basic internal as part of the many-to-many strategy of organizational units and companies (Nizam, 2020) Research conducted by (Kertiriasih et al., 2018) & (Handayani & Wati, 2020) Proving that entrepreneurial orientation has a positive and significant effect on competitive strategies. From the information on the background, the purpose of this study is to examine the orientation of entrepreneurship towards marketing performance mediated by competitive advantage.

Theoretical foundation

Entrepreneurial orientation

Business performance can be significantly improved with an entrepreneurial mindset (Keh et al., 2007). Entrepreneurial orientation is a creative and innovative ability that is used as a basis. The process of strategy development that will be the basis of organizational decision making and implementation. Academy & Review, (1996) defined entrepreneurial orientation as a description of how businesses make new entries or in other words entrepreneurial orientation. An entrepreneur manages and guarantees growth and sustainability. Anticipate any changes in strategy and coordinate activities among functions in the organization (Sulaeman, 2018).

Entrepreneurial orientation as a character or characteristic inherent in someone who has a strong will. Entrepreneurship indicated by innovation, proactivity, aggressiveness in competition and risk taking will be able to improve the ability of market research, distribution, pricing of products and services, product development, promotional communication and marketing management, as indicators of marketing capabilities (Sulaeman, 2018). Weerawardena, (2003), Entrepreneurial orientation is a creative and innovative ability that serves as a foundation and resource for pursuing opportunities. Frishammar & Hörte, (2007) suggest entrepreneurial orientation consists of three dimensions: innovation, risk-taking and proactivity. In the context of human resources who have entrepreneurial abilities, have advantages in dealing with internal and external factors of the company, so that they are better able to manage these factors into a business strategy that is beneficial to the company. By setting the right strategy will increase the competitiveness of the company (Bharadwaj et al., 2010). Lee et al., (2014) argue that entrepreneurial orientation influences innovation. Covin & Slevin (1991) provide an overview of innovations that use indicators of daring to take risks, be proactive, competitively aggressive and able to see opportunities.

Competitive advantage

Porter (2019: 221) competitive strategy is the search for a favorable competitive position in an industry, the fundamental arena where competition occurs, and competitive advantage is the ability of companies obtained through their characteristics and resources to have higher performance than other companies in the same industry or market. Kotler & Amstrong (2014:32) Competitive advantage is an advantage over competitors obtained by offering consumers more value. Competitive advantage is like an achievement obtained in a race. When the company is able to create superior value in competition, the company will get many benefits, starting from the good view of consumers towards their products.

Competitive advantage is an advantage over existing competition that cannot be done by competitors and can be applied for a long time (Pakpahan, 2016). Sudaryono (2016) Competitive advantage is a benefit that exists when the company owns and produces.

Jones (2003) cited by potjanajaruwit (2018) that an important element of competitive advantage is related to the creation of customer values. 1) cost leadership in presenting products and services at the lowest prices in the industry; 2) differentiation of products and services; and 3) responsiveness to the needs of specific target segments. Competitive advantage can be categorized into three types: 1) cost leadership in presenting products and services at the lowest prices in the industry; 2) differentiation of products and services; and 3) responsiveness to the needs of specific target segments.

Marketing Performance

Marketing performance is a measure of the company's achievement of the products marketed, it can also be used to measure the impact of the company's strategy (Handayani &; Wati, 2020: 112). (Narver & Slater, 1990:103) say that new product success, sales growth and annual profit or net profit can all be used to measure marketing performance. Johnson et al., (2009) argue that to measure the performance of a company with the market Marketing performance is a measure of achievement obtained from the overall marketing process activities of a company or organization. In addition, marketing performance can also be viewed as a concept used to measure the extent of market achievements that have been achieved by a product produced by the company (Nizam, 2020). Marketing performance is a concept to measure the company's performance in the market of a product. Every company has an interest in knowing its achievements as a mirror of the success of its business in business competition (Praptomo et al., 2013). On the other hand (Kotler, 2008) argues that matrices are common for assessing the impact of corporate strategy. Marketing performance is built using indicators of sales growth, profit and market share (Vickery et al., 2013).

Previous research

Meisya &; Surjasa, (2022) The results of this study show that the company's market orientation and innovation have a positive and significant effect on the company's performance. Supply chain integration has a positive and insignificant effect on company performance. Farida (2015) The results showed that there is a partial or simultaneous influence between market orientation, entrepreneurial orientation and product innovation on competitive advantage. Sulaeman (2018) the results of the study found that partially entrepreneurial orientation, market orientation and innovation, products have a positive influence on marketing performance. Simultaneously entrepreneurial orientation, market orientation and product innovation have a positive influence on marketing performance.

Conceptual Framework

Figure 1. Conceptual Framework

Research methods

The research design uses causality research, where the results of the study are used to answer problems that arise when researching using causal relationships (Kuncoro, et al, 2023). The source of data used is primary data in the form of answers to selected respondents totaling 185 respondents. The sample of this study is entrepreneurs / owners / decision makers in the nutmeg sweets industry in Bogor Regency, West Java.

Result

Test Validity and Reliability

The results of the analysis of the validity test of research instruments in table 7 show that the calculated r value is greater than the table r value for n = 185, α = 5% is 0.143, so it can be concluded that all research instruments are valid which means that research instruments are able to measure what is measured, namely all research questions presented in the questionnaire.

Descriptive Analysis

Table 1. Descriptive frequency Respondent Answers Variable Entrepreneurial Orientation

Statement	F	%	F	%	F	%	F	%	F	%	Mean
Proaktif											
- Quickly respond to changes in strategy made by competitors.	0	0%	0	0%	14	8%	122	66%	49	27%	4.19
- Be proactive to create change	0	0%	2	1%	17	9%	113	61%	53	29%	4.17
- Flexible in negotiating with customers	2	1%	12	7%	37	20%	83	45%	51	28%	3.91
	Proactive average score									4.09	
Dare to take risks											
- Dare to develop new products	0	0%	4	2%	29	16%	98	53%	54	29%	4.09

- Dare to enter new markets	1	1%	7	4%	28	15%	65	35%	84	45%	4.21
- Dare to change again	2	1%	11	6%	49	27%	55	30%	68	37%	3.95
	The average risk-taking score										4.08
Competitive											
- Do not surrender and dare to seek opportunities	0	0%	7	4%	39	21%	56	30%	83	45%	4.16
- Have a long term orientation	2	1%	9	5%	76	41%	55	30%	43	23%	3.69
	Average Competitive Score										3.93
Agresive											
- Always introduce products to consumers	0	0%	7	4%	46	25%	95	51%	37	20%	3.88
- Dare to make decisions based on experience	1	1%	13	7%	66	36%	53	29%	52	28%	3.77
	Average Aggressive score										3.82
	Average Entrepreneurial Orientation Score										**3.98**

Source: primary data, processed 2023

Based on table 1, it is known that entrepreneurial orientation is contributed by proactive, risk-taking, competitive and aggressive. The biggest role for entrepreneurial orientation is to dare to take risks which are appreciated according to respondents is daring to enter new markets with an average of 4.21 which means agree.

Table 2. Descriptive frequency of Respondent Answers Marketing Performance Variables

Statement	F	%	F	%	F	%	F	%	F	%	Mean
Sales growth											
- Sales increase every month	0	0%	2	1%	16	9%	120	65%	47	25%	4.15
- Ensuring sales targets are achieved	1	1%	0	0%	11	6%	63	34%	110	60%	4.52
- Ensuring sales progress	0	0%	0	0%	28	15%	55	30%	102	55%	4.40
	Average Sales Growth Score										4.35
Profit											
- Profit-oriented food and beverage SMEs	1	1%	2	1%	6	3%	136	74%	40	22%	4.15
- Profits have increased every month	0	0%	1	1%	31	17%	65	35%	88	48%	4.30
	Average Profit Score										4.22
Market Share											
- Extensive marketing network	1	1%	7	4%	27	15%	102	55%	48	26%	4.02
- Opportunities for products are getting better	1	1%	10	5%	46	25%	54	29%	74	40%	4.03
	Average Score Market share										4.02
	Average marketing performance score										**4.20**

Source: primary data processed, 2023

Based on table 2, it is explained that marketing performance is built using sales growth, profits and market share. The largest contribution from respondents' answers was the sales growth indicator of 4.35 which means agree. The interpretation of respondents' answers about sales growth that contributes to marketing performance according to respondents is to ensure sales targets are achieved with an average of 4.52 which means agree.

Test Results Evaluation of Structural Model Assumptions

Normality evaluation was carried out using critical ratio skewness value criteria of ± 2.58 at a significance level of 0.01 (Ghozali, 2011: 174). The data can be concluded to have a normal distribution if the critical ratio skewness value is below the absolute price of 2.58. The analysis results for the normality test appear in table 3:

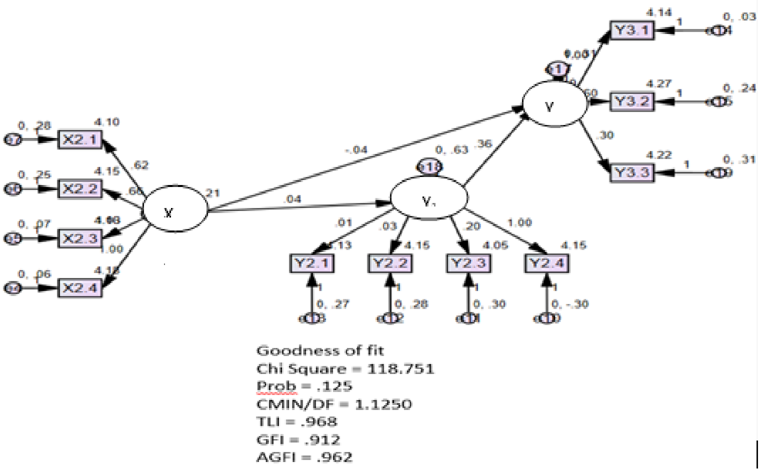
Table 3. Normality Test Results

Variable	min	max	skew	c.r.	kurtosis	c.r.
Y3.3	2.0000	5.0000	-.6659	-3.6975	.5423	1.5057
Y3.2	3.0000	5.0000	-.1326	-.7361	-1.6811	-4.6675
Y3.1	2.0000	5.0000	-.5020	-2.7873	.3808	1.0574
Y1.2	2.0000	5.0000	-.4277	-2.3747	.6795	1.8864
Y1.1	2.0000	5.0000	-.4372	-2.4275	1.1948	3.3172
X2.1	3.0000	5.0000	-.0749	-.4160	-.7002	-1.9441
X2.2	3.0000	5.0000	-.1097	-.6090	-.7939	-2.2043
X2.3	2.0000	5.0000	-.2547	-1.4141	-.4689	-1.3018
X2.4	2.0000	5.0000	-.1239	-.6881	-.5050	-1.4021
X1.1	3.0000	5.0000	-.0389	-.2162	-.3671	-1.0191
X1.2	3.0000	5.0000	-.0335	-.1860	-.2757	-.7655
X1.3	3.0000	5.0000	-.0779	-.4327	-.5012	-1.3915
Y2.1	2.0000	5.0000	-.8543	-4.7438	.5676	1.5758
Y2.2	3.0000	5.0000	-.2046	-1.1359	-.5852	-1.6247
Y2.3	2.0000	5.0000	-.2746	-1.5246	.0683	.1895
Y24	3.0000	5.0000	-.2099	-1.1655	-.6134	-1.7030
Multivariate					131.169	37.168

Source: Processed primary data, 2023

The results of testing the normality of observational data assisted by the AMOS program tested that each value of critical ratio skewness and multivariate critical ratio is not in the range between -2.58 to +2.58, where in the profit indicator (4.6675) this is because respondents' answers tend to narrow to one affirmative answer (4), on incremental indicators (3.3172) respondents' answers tend to collect on one affirmative answer, So there is a problem of normality of data or abnormally distributed observation data. To overcome abnormal data in a multivariate manner, bootstrapping techniques were used with the Bollen-Stine method.The results of the analysis obtained showed that the boostrap data produced indicated following a normal distribution, so that the SEM model could be used in further analysis with the Maximum Likelihood estimation method at a sample size of 185, resulting in a good estimate (Hox &; Bechger, 1998).

Structural Equation Model Testing



Goodness of fit Indeces

The results of the overall model analysis in this study were compared with the Cut-off value of each goodness of fit index criterion presented in table 4:

Table 4. Model Test Results

Goodness of Fit Index	*Cut-off Value*	Resoult	Evaluation
X^2 Chi-Square	X^2 dengan df; 95; p:1%=129.972	118.751	Good
Significancy probability	≥ 0,05	0.123	Good
CMIN/DF	≤ 2,00	1.250	Good
RMSEA	≤ 0,08	0.034	Good
TLI	≥ 0,95	0.968	Good
GFI	≥ 0,90	0.912	Good
AGFI	≥ 0,90	0.962	Good
CFI	≥ 0,95	0.969	Good

Source: Processed primary data, 2023

Table 4 explains that the test results of the structural model show that the goodness of fit value criteria for chi-square (118,751) does not exceed the table's chi-square (α=1%, DF = 95 with a probability level of 0.123 > a level of α=1%. This comparison explains that the null hypothesis is accepted, which means that there is no difference between structural equation models built based on observational data and those built based on theory capable of explaining the conditions of the phenomenon measured by the researcher. Thus structural equation models can be accepted and used as analytical tools.

Discussion

Entrepreneurial orientation towards marketing performance

The results showed that entrepreneurial orientation was able to improve the marketing performance of candied nutmeg in Bogor Regency, West Java. By using courage to enter new markets, it is hoped that the nutmeg industry, which is a typical Bogor food, can respond to changes in strategy made by competitors. In addition, being proactive to the development of competitors will give courage in attitude, dare to look for opportunities and not surrender to current conditions. Entrepreneurial orientation is explained by being proactive, risk-taking, competitive and aggressive. The dominant role of proactive is to quickly respond to changes in strategy made by competitors, to be active to the development of competitors and flexible in negotiating.

The results of the study are also supported by research by Bucktowar, et al. (2015) with the results of research that entrepreneurial orientation affects marketing performance. Martin, (2009) has the same opinion, namely entrepreneurial orientation can improve marketing performance. Octavia and Hapzi (2017) with the results of research if entrepreneurial orientation increases then marketing performance will increase. Halim (2011); Li et al (2008) and Hidayat et al. (2016) also with research results that entrepreneurial orientation supports improving marketing performance. Martin, (2009); Suherly et al. (2016) and Boso et al. (2013) with the results of research that marketing performance will increase if influenced by entrepreneurial orientation. In contrast to the research of Pardi et al. (2014) which explains that entrepreneurial orientation is not able to improve marketing performance.

Competitive advantage moderate entrepreneurial orientation and marketing performance.

The test results explain that competitive advantage is able to moderate the relationship between entrepreneurial orientation and marketing performance of candied nutmeg in Bogor Regency, West Java. This proves that in order to be competitive it is necessary to make continuous improvements. Apart from being incremental, there are also radicals with statements to make overall changes to get a high or dominant value compared to frequent changes.

Competitive advantage is a way to develop, build and make changes continuously. Courage support for continuous improvement will improve marketing performance which is supported by certainty of sales results every day. In addition, the increase in marketing performance contributed to sales growth, the certainty of sales results will improve with the contribution of the marketing mix, especially product quality.

The results also support the research by Boso et al. (2013) which explains that innovation affects marketing performance. Farida (2016) also argues that innovation can improve marketing performance. The dominant thing is the statement that they carry out continuous promotions so that they will be able to increase sales, continuous profits and expand the marketing network by looking at product opportunities. Empirically, the results of this study are in line with the research of Sabri & Osman (2016); Usman et al. (2012) also argue that marketing performance is strong because one of its roles is updating competition. Hidayat et al. (2016) argues that marketing strategy has an effect on marketing performance.

Conclusion

The entrepreneurial orientation is formed by being proactive, taking risks, being competitive and aggressive, while the dominant one, namely being proactive, consists of responding quickly to changes in competitors' strategies, being proactive about competitors' developments and being flexible in negotiations. Marketing performance is built using sales growth, profits and market share, where the dominant factor is sales growth which consists of sales increasing every month, ensuring sales results and ensuring sales progress. Entrepreneurial orientation improves marketing performance through the competitive advantage of the candied nutmeg industry in Bogor Regency, West Java, if the entrepreneurial orientation is increased, marketing performance will increase through competitive advantage.

Suggestion

In marketing practice, marketing performance is not an end in itself but establishing a sustainable relationship with customers is important. Improved marketing performance is an interpretation of growth in sales, profits and market share. Changes to the product line are related to packaging, aroma and core products. Therefore, Stakeholders should pay attention to efforts to increase sales by paying attention to competitors' information needs related to quality, packaging changes and uniqueness. This is a way so that everything that competitors do becomes a reference. Interpretation with competitors as a way to increase sales.

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