Analysis Of The Role Of Competitive Advantage In Mediating Orientation Entrepreneurship And Orientation Learning Against The Performance Of Msmes In The City Of Pematang Siantar

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Abstract

Study This aim To know the Role of Competitive Advantage in Mediating Orientation Entrepreneurship And Orientation Learning Against MSMEs Performance in Pematang City Siantar. Type study This is a quantitative study. Population in the study: The whole number of MSMEs engaged in the sector divided the food in Pematangsiantar City into 8 (eight) districts with 372 businesses. From the results calculation above, obtained magnitude sample in the study was as much as 192,746. They are then rounded into 193 divided businesses in 8 (eight) districts in Pematangsiantar City. The research model uses the Partial Least Square Structural Equation Model (PLS-SEM) method. Research results show that Entrepreneurial orientation significantly affects the competitive advantage of MSMEs in Pematang Siantar City. Learning orientation significantly affects the competitive advantage of MSMEs in Pematang Siantar City. Entrepreneurial orientation significantly affects the performance of MSMEs in Pematang Siantar City. Competitive advantage significantly affects the performance of MSMEs in Pematang Siantar City. Competitive advantage can mediate the effect of entrepreneurial orientation on the performance of MSMEs in Pematang Siantar City. Competitive advantage can mediate the effect of learning orientation on the performance of MSMEs in Pematang Siantar City.

1. Introduction

Micro, Small, and Medium Enterprises (MSMEs) move the
economy well in developed and developing countries,
including Indonesia. Condition This showed from
absorption power work and contribution Product Gross
Domestic Product (GDP) given. Based on the MSME
development data obtained from (the Ministry of KUKM,
2021) showed that the amount of absorption power MSME
work and MSME GDP contribution experienced
enhancement from the 2018-2019 year.

Table 1. MSME Data Development Year 2018 – 2019

No.	Indicator	Unit	The 2018 year		The 2019 year		Developments in 2018-2019	
			Amount	%	Amount	%	Amount	%
1	Business unit	(Units)	64,194,057	99.99	65,465,497	99.99	1,271,440	1.98
2	Labor	(Person)	116,978,631	97.00	119,562,843	96,92	2,584,212	2,21
3	GDP Constant Price	(Rp. Billion)	5,721,148.1	57,24	7,034,146.7	57,14	1,312,998.6	22.95

Source : (Ministry of KUKM, 2021)

one institution of government in charge of doing research
and planning development. One area   Also focusing on
MSMEs is the Regional Development Planning Agency
(Bappeda). Based on the results interview with the Head
Bappeda of Pematangsiantar City, Mr. M. Hamam Sholeh
stated that the City of Pematangsiantar owns various a
variety of MSMEs that are spread in each sub-district,
where the MSME sector food be one favored sector
Because source Power nature and resources Power
supportive human.   Pematangsiantar City owns excellent
potential For growing and developing sector food Because
accessible material obtained standard as well as factor good
water and soil quality to support Good the way sector
business. For this reason, the authors are interested in
researching SMEs, especially SMEs in the food sector. The
MSME data for the food sector in Pematangsiantar City are
scattered over eight districts and can be seen as follows:

Table 2. MSME data in the food sector in Pematangsiantar City The year 2022

No.	Subdistrict	Number of Businesses
1	West Siantar	68
2	Siantar Come on	19
3	Siantar Marimbun	29
4	Siantar Martoba	35
5	Southern Siantar	7
6	Siantar Sitalasari	27
7	East Siantar	68
8	North Siantar	119
Total		372

Source : **(KemenkopUKM , 2022)**

Based on Table 1.3 above, it can be seen that the MSMEs in the food sector in Pematangsiantar City are spread over 8 (eight) sub-districts with a total of 372 business units. The most business units in the food sector are in North Siantar District, namely 119 business units, while the fewest are in South Siantar District, namely seven business units. Seeing the critical role of MSMEs in the economy, the performance of MSMEs needs to be a concern because it will affect the sustainability of these MSMEs. The performance of MSMEs in this study was measured from 5 (five) dimensions, including sales growth, capital growth, additional workforce, market growth, and better profit/business profit growth.

To improve the company's performance, the company also needs to continue to develop its business with various businesses to survive and compete in their industry and face a dynamic external environment. Companies need a competitive advantage, where a business becomes successful because it has a competitive advantage over its competitors. Companies have a competitive advantage when they can do something that competitors cannot do or have something that competitors want (David & David, 2016). To increase competitive advantage, the right stimulus is needed. A company's competitive advantage can be measured from 3 (three) dimensions: superior efficiency, superior quality, and customer responsibility.

In determining the company's strategy, the main problem is how much the company should invest in the

main behaviors related to strategic orientation (T. Pehrsson, 2020). Strategic orientation is seen as a principle that directs and influences the company's activities and generates behavior that aims to ensure the survival and performance of the company. Orientation also represents the company's adaptive culture to its environment (A. Pehrsson, 2016). Thus, strategic orientation can be internal in the form of the behavior of the company's internal party in ensuring the company's survival and external in the form of adjustments made by the company to respond to the company's external conditions.

2. Theoretical Background

MSME performance

According to (Lo et al., 2016), performance organization refers to the concept that measures the position company's market and capabilities company in fulfilling the needs of stakeholders' interests. It can also be known as the extent of the operation fulfilling objective performance (size main) and complies with customer needs (Fadli, 2023). (Puspita et al., 2020) suggests performance business as achievement measured company with indicator financial and non-financial. Performance in the organization is defined as the level of achievement of the degree of accomplishment, or performance is the level of achievement of organizational goals on an ongoing basis. In other words, organizational performance is how far the ability to carry out organizational tasks to achieve goals is by the capabilities possessed and the programs/policies/visions and missions previously set (Darmanto et al., 2018). According to (Darmanto et al., 2018), organizational performance indicators (Darmanto et al., 2018)can be seen from 4 (four): market yield, result evaluation customers, results in behavior customers, and results finance.

Competitive Advantage

Competitive advantage refers to the ability company To reach more performance big than competitors (Nofriza, 2022). In a highly dynamic environment, the company needs based experience adaptation To create a competitive advantage (Schilke, 2014). Competitive advantage can be defined as the ability outside normal from source Power man in something company To utilize source unique power

To fulfill customers' needs and wants (Muis & Isyanto, 2021). Competitive advantage is an advantage an organization or company possesses to compete with other organizations or companies to get something (Darmanto et al., 2018). Currently, the concept of sustainable competitive advantage is widely applied by companies to support the continuous improvement of company performance (Suasih, 2020). Sustainable competitive advantage refers to the creation achieved value company with tall innovation with push market competition (Pratono et al., 2019). In order to be able to face increasingly fierce competition, every company is expected to create a better competitive advantage than its competitors (Raguseo, 2016). Competitive advantage can be obtained in various ways. (Lorenzo et al., 2018) States that competitive advantage can be achieved through four elements: eliminating barriers to entering the competition, supplier power, buyer power, and accuracy in making decisions if there is intense competition in the market. (Yi et al., 2021) .

Orientation Entrepreneurship
Entrepreneurship has been acknowledged as characteristic unique distinguishes businessmen from employees or managers. Entrepreneur defined as an individual taking risk opportunity business just below uncertainty, where is the probability objective No Possible counted. Here an entrepreneur needs to recognize the risk of business and share it with others while trying to reach an opportunity business person (Cho & Lee, 2020). At the same time, Miller defines orientation entrepreneurship as how the entrepreneur creates new entries (Shameem et al., 2021)**.** Companies with an entrepreneurial orientation will have more opportunities to create new things for their business and become pioneers for new business. According to (Cho & Lee, 2020), a successful business tends to be innovative, proactive, and inclined to take risks. These three components are innovative, proactive, and inclination to take risks.

Orientation Learning
Learning is a process, way, or act of making people or living things learn. Learning orientation strategy is an essential factor in gaining a competitive advantage. Learner orientation is known as learning acceptance in organizations. A learning orientation strategy indicates an

organization's tendency to create and use knowledge within the organization to strengthen organizational-wide learning, in addition to providing more opportunities for individual learning and sharing of the knowledge of others. Learning orientation strategies also facilitate turning individual knowledge into organizational knowledge and creating productive learning (Darmanto et al., 2018). In addition, organizational members must be competent and apt to process information effectively while creating new knowledge faster than their competitors. Therefore learning orientation is currently considered a means to achieve sustainable competitive advantage; it has also attained as much importance as innovative productivity in the innovative literature. In short, learning orientation affects individual performance as much as it affects organizational performance (Sawaean & Ali, 2020). According to (Darmanto et al., 2018), there are 3 (three) values related to organizational knowledge abilities: commitment To learning, openness to think, and sharing a vision.

3. Method

Study This uses an approach type quantitative For researching populations or samples certainly. Data collection using instrument research and data analysis in nature statistics, with objective For test hypothesis that has set. Study quantitative is data research from number or non-numeric figures (quantitated qualitative data), then processed with formula statistics specified, and interpreted in framework test hypothesis that has prepared more first, as well common aim look for because consequence something. Population in the study: The whole number of MSMEs engaged in the sector divided the food in Pematangsiantar City into 8 (eight) districts with 372 businesses. From the calculation of the results, the above-obtained magnitude sample in the study was as much as 192,746, then rounded into 193 divided businesses in 8 (eight) districts in Pematangsiantar City. Estimation and hypothesis testing of the research model uses the Partial Least Square Structural Equation Model (PLS-SEM) method. This method was chosen because it is suitable for research models that are building theories or exploratory models. This is because, in research with PLS-SEM, all data is assumed to be normally distributed and used in complex models (Hair, 2014). The statistical test is divided into two:

testing the outer and inner models. The outer model can be tested using three tests: Construct Reliability, Average Variance Extracted (AVE) Test, and Discriminant Validity. In comparison, the inner model testing process can be carried out using three tests: Path Value, R-Square, and Hypothesis Testing.

4. Results
Characteristics Respondents

1. Characteristics of Respondents Based on Old Entrepreneurship

Table l 3. Description of Respondents Based on Years of Entrepreneurship

Old Entrepreneur	Frequency (Person)	Percentage (%)
< 1 year	-	-
15 years	137	36,8
6 – 10 Years	101	27,2
11 – 15 Years	56	15
16 – 20 Years	35	9,4
> 20 Years	43	11,6
Total	**372**	**100**

Source: Data processing (2022)

From Table 2 above, it can be seen that respondents with 1-5 years of entrepreneurship were 137 people (36.8%), 6-10 years were 101 people (27.2%), 11-15 years were 56 people (15%), 16-20 years as many as 35 people (9.4%). Those over 20 with entrepreneurship are as many as 43 people (11.6%). From these data, most MSMEs in Pematang Siantar City are new players who have started their businesses for 1-5 years. This is also supported by the reason that the majority of business actors are still young (17-40 years old).

2. Characteristics Respondents based on Riches.

Table 4. Description of Respondents Based on Net Worth

Net worth	Frequency (Person)	Percentage (%)
≤ IDR 50,000,000	226	60,8
> IDR 50,000,000 - IDR 500,000,000	109	29,3
> IDR 500,000,000 - IDR 10,000,000,000	37	9,9
Total	**372**	**100**

Source: Data processing (2022)

From Table 3 above, it can be seen that 226 people (60.8%) have a net worth of ≤ Rp. 50,000,000, > Rp. 50,000,000 - Rp. 500,000,000 are 109 people (29.3), > Rp. 500,000 000 - IDR 10,000,000,000 for 37 people (9.9%). From the results of the net worth, it can be seen that most MSMEs in Pematang Siantar City are micro businesses.

Outer Model Outputs

Table 5. Convergent Validity

	Market Orientation	Entrepreneurial Orientation	Learning Orientation	Competitive Advantage	MSME performance
CA1				0.782	
CA2				0.769	
CA3				0.791	
CA4				0.818	
CA5				0.781	
CA6				0.702	
CA7				0.727	
CA8				0.737	
CA9				0.758	
OK1		0.744			
OK2		0.758			
OK4		0.819			
OK5		0.778			
OK6		0.734			
OK7		0.748			
OK8		0.773			
OK9		0.778			
OK10		0.765			
OK11		0.753			
OK13		0.790			
OB1			0.745		
OB3			0.810		
OB4			0.825		
OB5			0.791		
OB6			0.761		
OB7			0.845		
OB10			0.717		
OB12			0.708		
OB13			0.712		
KU1					0.736
KU2					0.799
KU3					0.833

KU4				0.770
KU5				0.748
KU6				0.707
KU7				0.777
KU8				0.706
KU9				0.715
KU10				0.718

Based on Table 4 and Figure xxx above, we observe that several indicators' loading factor is under 0.7, Which will be deleted. For increase AVE Which is owned by h models research. Value indicator invalid or in bring an h 0.7 must be issued of models, so For indicator OK3, OK12, OB2, OB8, OB9, MOB11, OB14 must be issued or deleted. Furthermore, repeat the PLS algorithm, and the results can be shown in Table 5 .1 6, where all indicator has a loading factor value of more than 0 to 7.

Average Variance Extracted (AVE)

Table 6. AVEs

	Average Variance Extracted (AVE)
Entrepreneurial Orientation	0.589
Learning Orientation	0.592
Competitive Advantage	0.583
MSME performance	0.565

Inspection final from convergent validity is with see mark AVE. An indicator considered own good convergent validity is if the own mark AVE is more than 0.5.

Composite Reliability

Table 7. Reliability

	Composite Reliability	Cronbach's Alpha
Entrepreneurial Orientation	0.940	0.930
Learning Orientation	0.929	0.913
Competitive Advantage	0.926	0.910
MSME performance	0.928	0.915

The reliability test construct done with the method measures two criteria that are composite reliability and Cronbach alpha. Construct stated reliable If mark

composite reliability And Cronbach's alpha in on 0.7. Results test composite reliability And Cronbach's alpha in Table 5 . 19.

Output Inner Model
Hypothesis Test

Table 8. Hypothesis Testing

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Results
Entrepreneurship Orientation -> MSME Performance	0.166	0.070	2,379	**0.018**	**Supported**
Learning orientation -> MSME Performance	0.304	0.062	4,867	**0.000**	**Supported**
Competitive Advantage -> MSME Performance	0.175	0.062	2,848	**0.005**	**Supported**
Entrepreneurship Orientation -> Competitive Advantage -> MSME Performance	0.070	0.028	2,524	**0.012**	**Supported**
Learning orientation -> Competitive Advantage -> MSME Performance	0.066	0.026	2,505	**0.013**	**Supported**

The table on k right shows that of the six hypotheses developed, all the hypothesis is supported with P values below 0.05.

Fit models
Limits or criteria fit models among others: RMS Theta or Root Mean Square Theta value < 0.102, SRMR or Standardized Root Mean Square value < 0.10 or <0.08, and NFI value > 0.9. Model Fit test results can be reviewed from Table 5 .2 1 and 5 .2 two as follows:

Table 9. Fit Summary

	Saturated Model	Estimated Model
SUMMER	0.076	0.076
d ULS	6,850	6,850
d G	2,119	2,119
Chi-Square	4244,726	4244,726
NFIs	0.703	0.703

The table above shows that the RMS Theta or Root Mean Square Theta value is 0.129 > 0.102 and the NFI value is 0.703 <0.9; then, based on a second model assessment, no fulfilled criteria fit the model. However, based on the SRMR Value or Standardized Root Mean Square, a value of 0.0 76 < 0.10, then can conclude that fit models with data.

Discussion

Competitive advantage in SMEs refers to the unique factors that differentiate SMEs from their competitors and enable them to create superior customer value. (Primiana, 2015) . These competitive advantages can be lower prices, higher quality, better service, product innovation, or other attributes that make MSMEs superior in the market and a better customer choice. (Sunarsi, 2021) . Competitive advantage in SMEs can vary depending on the industry, market, and business context (Asamoah, 2014). SMEs must conduct regular market and competitor analyses to identify competitive advantages they can build and sustain (Miles, 2016). Overall, the competitive advantage in Pematangsiantar City SMEs has been good, which can be seen from the results obtained from the questionnaire with an overall average value of 3.84 with high answer criteria. However, several indicators are below the overall average, which needs to be considered and corrected to improve the competitive advantage. Competitive advantage is becoming increasingly important for every MSME due to increased competition in the local market. By having a solid competitive advantage, MSMEs can remain relevant, develop and succeed amid intense competition, as well as make a positive contribution to improving the performance of the business concerned (Brabo, 2020; Kamboj & Rahman, 2017; Kim et al., 2020; Kiyabo & Isaga, 2020; Lorenzo et al., 2018).

Entrepreneurial orientation refers to an individual's attitude, mentality, and approach, including business owners, self-employed, or within an organizational setting that focuses on developing and executing innovative ideas to create value and new opportunities. (Kimbu, 2021) . It involves identifying opportunities, taking risks, adapting, innovating, and creating added customer value (Odorici, 2019). By adopting an entrepreneurial orientation, MSMEs can increase their chances of surviving and growing in a competitive market (Bilal, 2020). Overall, the implementation of entrepreneurial orientation in

Pematangsiantar City SMEs has been exemplary, which can be seen from the results obtained from the questionnaire with an overall average score of 3.83 with a high answer criterion. However, several indicators below the overall average need attention and improvement to apply an entrepreneurial orientation even better. MSME actors who carry out an entrepreneurial orientation tend to try to create new entries for the business they run, either through replacing existing products or production methods with something new to strengthen their competitive position (Muafi, 2020) (Angriawan, 2014) (Gilmore, 2018). Strong competitiveness will help improve the business's performance (Weerawardena, 2010).

Learning orientation is an approach that emphasizes the importance of the learning process and personal development as the primary goal (Pratono et al., 2019). It involves an active, open, and continuous mental attitude and approach toward learning to enhance business performance and success (Huang & Wang, 2011). By adopting a learning orientation, MSMEs can improve their knowledge, skills, and capabilities. This enables them to adapt quickly, innovate in business strategy, and meet challenges more effectively for long-term growth and success (Sawaean & Ali, 2020). Overall, the implementation of learning orientation in Pematangsiantar City SMEs has been exemplary, which can be seen from the results obtained from the questionnaire with an overall average value of 4.00 with an agreed answer criterion. However, several indicators are below the overall average, which needs attention and improvement to improve the application of learning orientation.

By learning continuously, MSMEs can adapt to market changes, improve quality and innovation, develop skills and capacities, increase efficiency and productivity, and develop products and services relevant to customer needs. Learning orientation can help MSMEs to remain competitive, develop, and succeed in a dynamic business environment. Overall, learning orientation plays a vital role in creating competitive advantage (Pratono et al., 2019; Vega Martinez et al., 2020) and improving business performance (Brabo, 2020; Linares & Fernández, 2020; Sawaean & Ali, 2020; Vega Martinez et al., 2020). MSME performance refers to the achievements and results achieved by MSMEs in running their business. MSME performance is usually measured based on various

indicators and metrics covering financial, operational, marketing, and business growth aspects. It is important to note that MSME performance indicators can vary depending on the industry sector, business size, and the goals the MSME sets. A comprehensive and continuous performance evaluation is needed to understand the strengths, weaknesses, and potential for improvement in the MSME business. Overall, the performance of MSMES in Pematangsiantar City has been said to be good, which can be seen from the results obtained from the questionnaire with an overall average value of 3.94 with good answer criteria. However, several indicators below the overall average need attention and improvement so that the performance of MSMEs is even better. In order to improve business performance, in addition to financial performance, MSMEs also need to pay attention to non-financial business performance. This is necessary because financial performance only looks at the tangible value of an organization (company financial condition) and ignores the intangible value (customer satisfaction, market share, and so on). (Rajapathirana & Hui, 2018) . This is in line with the opinion (Darmanto et al., 2018), which divides organizational performance indicators into 4 (four) aspects of results: market, customer assessment, customer behavior, and financial results.

Theoretical and Managerial Implications
Implications findings in the study show that SMEs have implemented orientation entrepreneurship and learning in SMEs Pematang   Siantar. This is carried out so that MSME actors know will the products it sells and own provisions and entrepreneurship for products. They Can know many more people, and the impact will increase MSME sales. SMEs will For come on stage more go ahead and improve their efforts, so several methods or understanding will be important orientation entrepreneurship and orientation learning in developing MSMES business in Pematangsiantar Siantar because there.

Conclusion
Research results show that Entrepreneurial orientation significantly affects the competitive advantage of MSMEs in Pematang Siantar City. Learning orientation significantly affects the competitive advantage of MSMEs in Pematang Siantar City. Entrepreneurial orientation significantly

affects the performance of MSMEs in Pematang Siantar City. Competitive advantage significantly affects the performance of MSMEs in Pematang Siantar City. Competitive advantage can mediate the effect of entrepreneurial orientation on the performance of MSMEs in Pematang Siantar City. Competitive advantage can mediate the effect of learning orientation on the performance of MSMEs in Pematang Siantar City.

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