

Entrepreneurship Orientation and Business Strategy On Business Performance; Study At Cafe Coffe Shop In Kendari ''.

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ABSTRACT: This study purpose was to measure and analyzing effect of Entrepreneurship Orientation, Business Strategy on Business Performance at Cafe Coffe Shop in Kendari. Research objects are Cafe Coffe Shop in Kendari. This study uses primary data. Total population is 110 Cafe Coffe Shop. Sampling technique is census method. Data analysis is Multiple Regression Analysis. Research results show that: Orientation Entrepreneurship and business strategy and business performance can affect business performance. Orientation Entrepreneurship can affect business performan, strategies can improve business performance.

KEYWORDS: Entrepreneurship Orientation, Business Strategy, Business Performance, Cafe Coffe Shop

I. INTRODUCTION

Data of Department of Industry and Trade at Southeast Sulawesi show that Cafe Coffe Shop di Kendari in are 110 units (Department of Industry and Trade Sulawesi southeast, 2024). When compared with other areas, Cafe Coffe Shop di Kendari in Kendari City is still relatively small. Various attempts have been made to improve performance of Cafe Coffe Shop di Kendari enterprises, ranging from training activities, financial aid until laws assistance to make Cafe Coffe Shop di Kendari. But until today does not demonstrate optimal performance. It is caused by some challenges that faced by Cafe Coffe Shop di Kendari Kendari which can be seen from the internal and external aspect. Empirically, there are two challenges related to entrepreneurship and small business development. First, development of small and medium businesses into a business can achieve success in short term, and also can sustain. It is another fact which still requires serious attention through creation of qualified

entrepreneurs who are able to develop a small business that strong and tough. Second, low performance of small enterprises is related to several factors, as lack of entrepreneurship behavior, lack of managerial capabilities and also the lack of competitive strategies. Ansir (2009) stated that company's performance is affected by Entrepreneurship orientation, external environment and business strategy.

Entrepreneurship orientation and external environment significantly affect on business strategy. This findings indicate that Business Performance has a positive relationship with proactiveness and Entrepreneurship orientation. According to McClelland (1990), there are four type of entrepreneur. First, people who have become entrepreneur, having average success rate that higher when compared to others in general. Second, people with a high need for success and also have a tendency to take moderate risk. This means they choose risk situation with results will be controlled by them. This is contrast with betting situation where result only depends on opportunities. Third, research shows that many successful entrepreneurs are those who believe in yourself, acknowledge the problem to launch a new company, but trust on ability to resolve problems. Fourth, many entrepreneurs consider their couriousness that known as a strong desire to do business with any purpose, creates endurance, and willingness to work hard.

Culhane, Jann-Marie Hal Vorsen (2003) stated that company's performance is not only determined by Entrepreneurship orientation. It is related interaction of strategy process and changes in economic conditions of each country. Entrepreneurship orientation significantly affect on company performance. Andersen (2010) states that there is a significant relationship between Entrepreneurship orientation on firm size. This

study findings also indicate that indicators of Entrepreneurship orientation is proactiveness that having significant connection to company's sales growth and performance. Contrary with Frank et al (2010), this study repeats study of Wiklund and Shepherd (2005) to identify a positive relationship between Entrepreneurship orientation and Business Performance (Lisbijanto, Budiyanto, 2014). However, it is not a replication of Frank et al (2010) which showed a negative relationship between Entrepreneurship orientation and business performance. Frank et al. (2010) shows: first, Entrepreneurship orientation has a positive relationship with Business Performance only in cases where a dynamic environment is combined with high capital access. Second, a stable environment is combined with lack of capital access.

Yoon-joo Ma et al. (2012) examined the relationship between entrepreneurship (innovation, progression and risk), market orientation and social performance. Research results show that entrepreneurial, risk-taking and progression has a positive effect on market orientation while innovation has a negative effect. It also found that social enterprise can improve social performance, such as a public performance and job creation. Affendy Abu Hassim et al. (2011) examined the relationship between Entrepreneurship orientation, market orientation, innovation and corporate performance. Research results showed that entrepreneurship and innovation has a positive effect on company's Business Performance, market orientation showed a negative effect on firm performance. External environmental factors have a moderating effect on the relationship between market orientation and firm performance.

Zainol and Ayadurai (2011) examines Entrepreneurship orientation in Malaysia family firms by taking into account personality traits as antecedents. This research is used to describe the effect of Entrepreneurship orientation on firm performance. The effect of personality traits on firm performance observed in Malaysia family firms. In Malaysia company, personality traits do not affect on company performance that mediated by Entrepreneurship orientation. However, it becomes a significant predictor of company performance. Subsequent research should consider design or using objective data to increase reliability and validity of analysis. Another limitation is measurement of company performance. The measures used are sales growth rate, market share, profit after tax and overall performance. Dess Lumpkin and Eisner (2008) developed Entrepreneurship

characteristics (Entrepreneurship orientation) by stating that there are 5 dimensions of Entrepreneurship orientation, namely autonomy, innovativeness, risk taking, proactiveness, and competitive aggressiveness. Entrepreneurship orientation shows significant effect on performance (Miller & Friesen, 1982; Lumpkin and Dess, 1996, and Lyon, Lumpkin and Dess 2000).

McCarthy (2003) interprets a strategy directives based on organization scale and decision on product, market scale and higher competitive element. Successful owner-managers have a higher emphasis on market orientation to sell goods or services (Neshamba, 2003). Olson (2000) shows significant positive relationship between risk tolerance, locus of control and ambition with decision to enter market. Porter (1980) suggests that change must create a competitive edge in order to have a strong bargaining power in competition. Companies need strategy to beat their competitors. Empirical research shows market orientation has a positive effect on performance (Baker & Singkula, 1999; Cano et al, 2004; Kirca et al. 2005; Matsuno & Mentzer, 2000; Narver & Slater, 1990). Fandi Tjiptono (2008) shows that positive effect is classified into four categories. First is organization performance, both cost-based indicators as well as income-based indicators (such as sales and market share). Second is customer consequences, such as quality of products or services, customer loyalty, and customer satisfaction. Third is innovation consequences that include: company's ability to create and implement ideas, products and

Research on the effect of business strategy on performance has been proven that companies that implement business strategies from Porter bring a positive effect on performance (Hashim, Wafa & Solomon, 2001; Allen & Helms, (2006), James W Kroeger (2007); Amir Gristein (2008). Homburg (2004) found that differentiation strategy to premium product has direct and indirect effect. However, Rahayu (2009) found that competitive strategy that combines low cost with differentiation strategy can not improve the performance of SMEs in East Java (having negative effect on performance) Kroeger. J. W (2007) show about research purposes to use an approach that combines the Entrepreneurship orientation (EO) with practice management in planning strategy. It is key for companies to get competitive advantage and improve company performance. This study states that company performance is affected by positive effect of Entrepreneurship orientation in a company. However, positive relationship between company's strategic planning and performance,

environmental uncertainty is shown to have an effect on relationship between Entrepreneurship orientation and performance. While external factors significantly affect on performance, survival, and company growth.

II. THEORY AND RESEARCH HYPOTHESES

2.1. Effect of Entrepreneurship orientation and business strategy on business performance

Study result of James W Kroger (2007) suggests that Entrepreneurship orientation positively related to firm performance. However, a positive relationship between the process of strategic planning and corporate performance is not supported. Environmental uncertainty has been shown to have an effect on relationship between Entrepreneurship orientation and performance.

Lumpkin and Dess (1996) define Entrepreneurship orientation as a model, practices, and decision-making styles of managers that lead to Entrepreneurship orientation. Ansir (2009) indicates that Entrepreneurship orientation and external environment significantly effect on business strategy either partially or simultaneously. Then Entrepreneurship orientation, external environment and business strategy have a significant effect on performance of companies, either partially or simultaneously and Entrepreneurship orientation has significant positive effect on business strategy (Holy, 2009). Therefore, the hypothesis is presented as follows:

Hypothesis 1: Increased Entrepreneurship orientation and business strategy will be able to improve business performance

2.2. Effect of Entrepreneurship orientation on business performance

Research findings on role of Entrepreneurship orientation that focuses on development of Entrepreneurship characteristics can improve business performance. Ansir Research (2009); Holy (2009); Lumpkin & Des (1996); Rauch, Wiklund. Lumpkin and Michael Frese (2004); Jim Andersen (2010); Fairoz, Hirobumi, Tanaka (2010); Amonrat Thoumrungroje (2010); Tang J et al, (2008); James W Kroeger (2007) demonstrated that Entrepreneurship orientation

affect on business performance. Therefore, the hypothesis is presented as follows:

Hypothesis 2: Increased Entrepreneurship orientation will be able to improve the business strategy

2.3. Effect of business strategy on business performance

According to Edelman, Brush Manolova (2002) Hospitals that run differentiation strategy has a stronger market orientation than hospitals that implement low cost strategy. While in differentiation strategy group, consumer orientation and orientation have a significant effect on performance. Therefore, the hypothesis is presented as follows:

Hypothesis 3: Increased business strategy will be able to improve business performance

III. METHODS

This study was explanatory research which explain position of studied variables and relationship and effect of one variable to another variable (Sugiyono, 2002). This study uses a quantitative approach, an approach that emphasizes the testing of theories or concepts through the measurement of variables and perform data analysis procedures with statistical tools to test the hypothesis. This research is conducted in city of Kendari. Study population was Cafe Coffe Shop with analysis unit are owners/managers of Cafe Coffe Shop enterprises in city of Kendari. Total population is 110 Cafe Coffe Shop. Entire population were selected to become sample, therefore this study using census or complete enumeratio. Questionnaires distributed to respondents to collect research data. Data were analyzed deengan using Multiple Regression Analysis

IV. RESULTS AND DISCUSSION

4.1. Hypothesis Testing

Results of hypothesis testing using Multiple Regression Analysis revealed that six hypotheses show significant effect and one hypothesis is not significant. The test results are shown in following table.

Table 1. Results of Hypothesis Testing

Variabel Bebas	Koefisien Regresi (b)	t _{hitung}	t _{sig}	Hasilnya
Entrepreneurship orientation → Business Performance	0,674	8,716	0,00	Diterima
Business Strategy → Business Performance	0,232	3,004	0,04	Diterima
R = 0.827 R Square (R ²) = 0.685 F _{hitung} = 83.591 F _{sig} = 0.000				

Sources: Primary data processed, 2024

Based on the results of testing the regression model, the regression model which states the effect of Entrepreneurship orientation and Business Strategy variables on Business Performance can be stated as follows:

1. The R value (correlation coefficient number) of 0.827 indicates that the closeness of the direct relationship between the variables Entrepreneurship orientation and Business Strategy to Business Performance is 0.827. This value is included in the strong category. So it can be concluded that there is a strong relationship between the variables Entrepreneurship orientation and Business Strategy on Business Performance.
2. The value of R² (R Square) is 0.685 which means that Business Performance (Y) is 68.5% which is determined by the Entrepreneurship orientation and Business Strategy variables so that the influence of other variables not explained in this study is 31.5%.
3. F count = 83.591 with a significant value of F sig = 0,000 which means that (F sig < 0.05), statistically the Entrepreneurship orientation and Business Strategy variable simultaneously has a significant effect on Business Performance.
4. F sig is to test the significance of the independent variable, in this study, it shows that the Entrepreneurship orientation and Business Strategy variables have a significance value of $0.000 \leq \alpha = 0.05$. Therefore Entrepreneurship orientation and Business Strategy have a positive effect on Business Performance.

5.5. discussion

Orientation entrepreneurship has significant effect on Business Performance. This means that a good entrepreneurship orientation will improve Business Performance. The findings of this study support Jim Andersen (2010) that performance is affected by presence

Entrepreneurship orientation (Miller, 1983), Ireland, Hitt and Sirmon, 2003). In an environment of rapid change and short product life cycles and business models, future profit of business is uncertain and companies need to be constantly looking for new opportunities. Therefore, the company could benefit from adopting an Entrepreneurship orientation.

The business strategy is ability of business/company to analyse of company's internal and external environment, formulation strategy, implementation plans that designed to achieve company goals, as well as an evaluation to get feedback in formulating strategies.

These study finding support idea of Whelen (2004) that in era of globalization, ability to make good decisions, creativity, innovation, courage to take risks and proactive to changes can determine organization success. Business Strategy has significant effect on Business Performance. This means that good business strategy will improve Business Performance. These study's findings reinforce the enactment of three generic strategies of Porter to small and medium enterprises. This study result consistent with Hashim, Wafa and Solomon (2001). This means that company should be able to choose the right strategy from three generic strategies. companies can choose to implement low cost, differentiation or focus strategy.

V. CONCLUSIONS

Based on discussion and findings of study, some conclusions can be stated as follows:

- [1] This study result demonstrates that entrepreneurship orientation and business strategy has positive and significant effect on business performance.
- [2] This study result demonstrates that entrepreneurship orientation has positive effect but insignificant on business performance.

- [3] This study result demonstrates that business strategy has positive and significant effect on business performance.

VI. SUGGESTIONS

Based on conclusions of this study, suggestions of this study as follows:

- Cafe Coffe Shop business can improve Entrepreneurship orientation by taking the risks appropriately. Therefore, printing business managers must be willing to take risks but must be careful in making a decision.
- Cafe Coffe Shop business can implement a business strategy with a focus on selecting right particular market. Therefore, printing business managers must specialize to a particular customer group, specializing in a particular Coffe products and specialize in a particular segment.
- Cafe Coffe Shop business has a good business performance. To increase Business Performance they must increase sales growth. Sales Growth is increased through higher sales volume.

VII. FUTURE RESEARCH

Based on this research, several limitations that become future research agenda are:

- A need to do more research on same topic in different area/objects to determine the consistency of findings.
- A need to do more research to modify indicator of business strategy with a behavioral approach, add other variables.
- A need to do research with same theme through a longitudinal approach.

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