

# Entrepreneurship Orientation, Market Orientation On Business Performance; Study At Small And Medium Enterprise Food industry In Kendari ''.

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**ABSTRACT:** This study purpose was to measure and analyzing effect of Entrepreneurship Orientation, Market Orientation on Business Performance at Food industry Small and Medium Enterprises (SMEs) in Kendari. Research objects are Food industry SMEs in Kendari. This study uses primary data. Total population is 244 food industry SMEs. Sampling technique is census method. Data analysis is Multiple Regression Analysis. Research results show that: Orientation Entrepreneurship and Market Orientation and business performance can affect business performance. Orientation Entrepreneurship can affect business performan, Market Orientation can improve business performance

**KEYWORDS:** Entrepreneurship Orientation, Market Orientation, Business Performance, Food industry

## I. INTRODUCTION

Some time ago, Indonesia got economic crisis, but many SMEs survived and proved to be more resilient to crisis than large enterprises (Mudradjad Kuncoro, 2008). SMEs resilience to crisis, as happened in 1997-1998, indicate SME importance to improve people's welfare and national economic development. According Ansir (2009), SMEs not only able to stimulate national economy, but also able to provide a very large job. Assuming each business unit absorbs only three workers, SME sector has been able to absorb 156 million workers. SMEs empowerment have strategic potential to move large economic activities, as well as a benchmark for most people as a income source to improve their welfare. some challenges that faced by Food industry 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 Market Orientation and also the lack of competitive strategies.

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 repeat study of Wiklund and Shepherd (2005) to identify a positive relationship between Entrepreneurship orientation and Business Performance (Lisbijanto, Budiyanto, 2014). However, it is not 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 have positive relationship with Business Performance only in cases where a dynamic environment is combined with high capital access. Second, 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 market orientation trough social enterprise can improve social performance, such as a public performance and job creation. Affendy Abu Hassim. et al. (2011) examined 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 relationship between market orientation and firm performance.

Zainol and Ayadurai (2011) examines Entrepreneurship orientation in Malaysia family firms by taking into personality traits as antecedents. This research is used to describe 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 become 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 Eisner (2008) develop Entrepreneurship characteristics (Entrepreneurship orientation) by stating that there are 5 dimensions of Entrepreneurship orientation, namely autonomy, inovativeness, risk taking, proactiveness, and competitive aggressiveness. Entrepreneurship orientation show significant effect on performance (Miller & Friesen, 1982; Lumpkin and Dess, 1996, and Lyon, Lumpkin and Dess 2000).

McCarthy (2003) interpret 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) show 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 bargain power in competition. Company need strategy to beat its competitors Empirical research shows market orientation have positive effect on performance (Baker & Singkula, 1999; Cano et al, 2004; Kirca et al. 2005; Matsuno & Mentzer, 2000; Narver & Slater, 1990). Fandi Tjiptono (2008) show 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

processes; and performance of new products (such as product success rate in terms of market share, sales, return on investment and profitability). Fourth is employee consequences, including organizational commitment (willingness to sacrifice for organization benefit), team spirit of employees, customer orientation (employees motivation to satisfy customer needs), work satisfaction and less role conflict. Amir Grinstein (2008) stated that company's performance is more widely supported by market orientation from alternative strategies such as innovation orientation and Entrepreneurship orientation. However, some studies indicate that alternative orientations can also substantially affect company performance. Furthermore, company combines market

orientation with an alternative orientation to perform better than firms that adopt market orientation only. In addition, relationship nature between market orientation and strategic orientation are still rare researched

Effect of market orientation on performance have been studied. Appiah Adu Kwaku (1997) have examined effect of market orientation on firm performance. Research findings show a positive effect. Aversely, research of by Voss & Voss (2002) found a negative effect while Greenley (1995) found no significant effect. Amir Grinstein (2008) supports the positive effects of market orientation on company performance in meta-analysis. Pelham (2000) argues that market orientation of company size and industry characteristics affect on performance, and also market orientation determine performance in differentiation strategy, but the market orientation does not determine performance in a low cost strategy. Small enterprises should be able to determine best strategy to improve business performance and to win competition, maintains a market share in order not be taken by competitors.

Development of market orientation theory is conducted by Kohli and Joworski, 1990; Jaworski and Kohli, 1993; Naver and Slater (1990); and Ferdinand, 1999 who suggests that market orientation is actualized through development of customer information, competitor and market information dissemination and lines distribution of all corporate organizations generally can provide pathways strategy to generate good market performance through introduction of customer needs and efforts to satisfy them. External factors have significant positive effect on intensity of competitive strategy, internal factors have significant negative effect on intensity of competitive strategy, external factors indirectly have significant positive effect on export performance, internal factors indirectly have negative effect on export performance, external factors have significant negative effect on exports, internal factors have significant positive effect on export performance and intensity of competitive strategy have significant positive effect on export performance.

## II. THEORY AND RESEARCH HYPOTHESES

### 2.1. Effect of Entrepreneurship orientation and market orientation on Business Performance.

Lumpkin and Dess (1996) define Entrepreneurship orientation as a model, practices, and decision-making styles of managers that lead to

Entrepreneurship orientation. This includes the process of experimentation that promising new technology, the need for greater market opportunity. Company with a strong Entrepreneurship orientation has ability to change environment uncertainty into an company advantage (Covin and Slevin, 1989) Research of Vitale et al (2003) show that first; there is very little difference of Entrepreneurship Orientation, Market Orientation and Business Performance between startups and established companies. Second, there is a positive relationship between Entrepreneurship Orientation and Market Orientation interaction with performance. This means that employers can not only achieve superior performance by focusing on some activities Entrepreneurship Orientation or Market Orientation. Study results of Marijati Sange (2005) suggest that Entrepreneurship orientation has a significant effect on market orientation and performance. The third indicator (innovative, proactive and courage; take risks) contribute to market orientation.

Several previous studies on market orientation and Entrepreneurship orientation states that Entrepreneurship orientation and market orientation has a positive effect on performance, such as Amir Grinstein (2008), Sangen Maijati, (2005), Xin Sheng & Yicui (2007), Vitale, Gig Hirano & Miles (2003). While Li, Zhao Tan & Liu (2008), Jo Yoon Ma. et al (2012) stated that orientation does not affect the Kierja Enterprise Business. Therefore, the hypothesis presented as follows:

Hypothesis 1: Increased Entrepreneurship orientation and **market orientation** will be able to increase the 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 Thoumrunroje (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 increase the business performance

### 2.3. Effect of market orientation on Business Performance.

Researchers agree that market-oriented company will be able to improve Enterprises Performance. First, companies create an organizational culture that supports customer orientation. Additionally, it characterized by typical behavior: to collect information about the needs of current and future customers, coordination among the functional organization of marketing activities, and responsiveness to targeted customers. Most researchers agree that application of Market Orientation leads to better organizational performance (eg Deshpande and Farley, 1998; Jaworski and Kohli, 1993; Slater and Narver, 1994). Indeed, most of empirical work has focused to build relationships between business performance and Market Orientation - environmental conditions and various organizations aspects (eg, competitive intensity, firm size). Three Meta-analyzes (Cano et al, 2004;. Kirca et al., 2005;. Shoham et al, 2005) confirmed that Market Orientation have positive relationship with business performance. Therefore, hypothesis is presented as follows:

Hypothesis 2: Increased market orientation 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 Food industry with analysis unit are owners/managers of Food industry enterprises in city of Kendari. Total population is 244 Food industry. 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 <sub>hitung</sub>	t <sub>sig</sub>	Hasilnya
Entrepreneurship orientation → Business Performance	0,547	3,309	0,003	Diterima
Market orientation → Business Performance	0,347	2,103	0,045	Diterima
R = 0.847 R Square (R <sup>2</sup> ) = 0.697 F <sub>hitung</sub> = 34.317 F <sub>sig</sub> = 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 0.847 indicates that the closeness of the direct relationship between the variables entrepreneurship orientation and market orientation to business performance is 0.847. 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 market orientation on business performance.

2. The value of R<sup>2</sup> (R Square) is 0.697 which means that Business Performance (Y) is 69.7% which is determined by the entrepreneurship orientation and market orientation variables so that the influence of other variables not explained in this study is 30.3%.
3. F count = 34.317 with a significant value of F<sub>sig</sub> = 0,000 which means that (F<sub>sig</sub> < 0.05), statistically the entrepreneurship orientation



and market orientation 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 market orientation variables have a significance value of  $0.000 \leq \alpha = 0.05$ . Therefore entrepreneurship orientation and market orientation have a positive effect on business performance.

#### 4.2. 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.

Entrepreneurship to manage its business includes the desire to achieve goal, success of business confidence, confidence, innovation, risk-takers ((Suci, 2009, McClelland, 1990; Lumpkin & Dess, 1990; Lee & Tsang; 2001). Miles and Arnold (1991) suggests that Entrepreneurship Orientation make companies tend to concentrate on customers needs and thus become market-oriented Entrepreneurship. (Zheng and Cui, 2007). Entrepreneurship orientation and market orientation are complementary so that entrepreneurship requires a market-oriented innovation in order to be successful in market (Benito. et al, 2007) Market Orientation has significant effect on Business Performance. This means that a good market orientation will improve Business Performance. The variables of market orientation is a business culture that places the highest priority on profitable creation and maintenance of a company's best values for customers and other stakeholders to improve performance. This study has expanded the enactment concept/theory about the positive relationship between market orientation on business performance in small and medium industries in Kendari.

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#### 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 market orientation has positive and significant effect on business performance.
- [2] This study result demonstrates that Entrepreneurship orientation has positive and significant effect on business Performance.
- [3] This study result demonstrates market orientation positive and significant effect on business performance.

#### VI. SUGGESTIONS

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

- Food industry business can improve Entrepreneurship orientation by taking the risks appropriately. Therefore, food industry business managers must be willing to take risks but must be careful in making a decision.
- Food industry business can increase market orientation by observing their competitors. Therefore, food industry business managers must share information with the salesperson about competitors, to response appropriately the actions of competitors and regularly monitor competitor activity.

#### 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.
- They can conduct research with other independent variables, so that more variables that influence business performance can be identified.

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