



Competitive Advantage Based of Entrepreneurial Orientation and Market Orientation In Wood Craft Businesses In Tulungagung

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ABSTRACT

The problem that is the focus of this research is the marketing strategy of wood craft business actors in Tulungagung which continues to decline, in terms of the entrepreneurial orientation aspect, many industries have closed their businesses due to their inability to keep up with competition developments and market needs. The purpose of this study was to determine the effect of entrepreneurial orientation and market orientation on the competitive advantage of business actors. This research method uses a quantitative approach with data collection through questionnaires from indicators on each research variable. Respondents in this study were business actors as many as 31 people who were used as samples. The analysis technique was carried out with inferential statistics through validity, reliability, multiple linear regression test, t test and F test. The results of this study indicate that the entrepreneurial orientation variable partially and significantly affects the competitive advantage of wood craft business actors in Tulungagung. Furthermore, the market orientation variable partially has no effect on the competitive advantage of the wood craft business actors in Tulungagung. The effect between entrepreneurial orientation and market orientation is simultaneously positive and significant on the competitive advantage of wood craft business actors in Tulungagung.

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1. INTRODUCTION

Intense business competition requires small and medium industries to be able to carry out productive and efficient business management processes as well as to produce products or services that are in accordance with market preferences with better quality standards than competitors (Helia & Farida, 2015). Business actors must create creativity in products in such a way as to attract the attention of customers and make their products superior to their competitors, or in other words create a competitive advantage, then every small and medium-sized industry must have a

competitive advantage to face the existing competition (Todericiu & Stăniț, 2015). The products produced by these business actors do not have a superior value, so consumers are not interested in buying these products while the small and medium industries have already incurred production costs (Ferreras-Méndez et al., 2021). If this condition continues, the business that is being run will soon go bankrupt and close (Yeh et al., 2019).

The competitive advantage of actors engaged in the world of micro, small and medium enterprises (SMEs) is not only based on aspects of the existence of a good product and marketing process, but there are various roles of business actors in conceptualizing and thinking about how entrepreneurship that is run will survive in the future (Jatmiko, 2020). In order to compete in business competition, in marketing products not only based on product quality, but also depending on the strategies generally used by companies, namely entrepreneurial orientation and market orientation (Kencana & Giantari, 2021).

Entrepreneurial orientation is the key to improving marketing performance (Kusa et al., 2021). Companies that have entrepreneurial-oriented leaders have a clear vision and dare to face risks so that they are able to create good performance (Lutfi et al., 2021). Entrepreneurship is known as a new approach in updating company performance (Monferrer et al., 2021). Entrepreneurship is a pioneer in realizing sustainable and highly competitive company economic growth (Boso et al., 2013). Building entrepreneurship is stated as one of the four pillars in strengthening employment (Al-Hakimi et al., 2021). That entrepreneurial orientation has a positive effect on competitive advantage (Na'imah, 2021).

Market orientation is important to study and research in relation to business performance because market orientation is an important element that affects competitive advantage and achieve profitability (Morgan & Anokhin, 2020). Market orientation is a multidimensional concept where this concept can be formulated through the following concepts: customer orientation, competitor orientation, and cross-functional coordination (Solano Acosta et al., 2018) and (Andayani et al., 2021). Another opinion explains that market orientation is a corporate culture that can lead to increased marketing performance (Ngo, 2021). Market orientation is based on certain considerations classifying that the concept is not the responsibility of the attention of the marketing function, but all departments participate in the collection, dissemination and follow-up of market intelligence (Wulaningtyas & Widiartanto, 2018) and (Hernández-Linares et al., 2018).

Productive economic activities in Tulungagung Regency, in particular, are now starting to squirm again and economic activity has shown an increase after the shaking of the business world due to the COVID-19 pandemic. In maintaining business development and aspects of competition, business actors must be able to translate situations and conditions that continue to develop through their abilities. and its initiatives in maintaining the quality of its production to keep attracting consumers in the market (Reyes-Rodríguez, 2021) and (Jatmiko, 2016). One opportunity that is able to answer the challenge is the mindset of business actors with the concept of entrepreneurial orientation through diversification of several products to expand the variety of goods that can be sold and able to increase market penetration (Nguyen et al., 2021) and (Bastari, 2020). This entrepreneurial orientation strategy is carried out as an effort that makes it possible to obtain new product development by adhering to the aspect of greater profits, because it will adapt to consumer needs so as to be able to cover business weaknesses (Ferreras-Méndez et al., 2021) and (Oentoro, 2018).

Business opportunities related to wood crafts in Tulungagung Regency are still considered minimal and less diverse in terms of making products made from pine wood, waru wood or sengon wood. This should be a consideration for wood craftsmen, especially dampar tables, to be able to take this business opportunity by using their creative abilities to produce new types of output or output products, so as to attract the attention of consumers or buyers, especially the wood crafts. This situation should be able to become a potential for craftsmen to focus on developing and empowering the wood craft business, especially during the post-covid-19 status determination. Small and medium

industries (IKM) related to wood crafts in Tulungagung, in running its business, it is only able to market its products in the area around the city/regency of Tulungagung and its surroundings and has not been able to market in areas outside the region to penetrate the national market. This condition occurs because of several obstacles faced by both internal and external factors of the company, and these business actors have not implemented the right marketing strategy management to market their products. Another problem occurs in business actors who do not yet have a focus on designing, formulating and implementing marketing strategies in developing their businesses. In fact, marketing strategy is a way that can be used to achieve the goals and objectives of a business by developing a sustainable competitive advantage through the market entered to serve the target market.

Based on the results of surveys and observations, the researcher also conducted interviews with business actors which showed several findings of the problem: (1) The low motivation of business actors in thinking about business continuity, one of which was about product innovation (2) Business actors were not optimal in carrying out marketing activities, (3) Weak government support and attention in terms of marketing wood craft products. (4) Business actors are not optimal in expanding their marketing area, (5) The lack of events or activities in Tulungagung that facilitates business actors in marketing products (6) Business actors are not yet optimal in mastering technology such as digital marketing or marketing through social media.

The above phenomenon is also based on the condition that the existence of an entrepreneurial orientation has a positive contribution to the excellence of businesses run by SMEs (Paulus & Wardhani, 2018). Mentions that entrepreneurship carried out with the right strategy concept can produce innovations so as to create competitive advantage (Zidni & Ngatno, 2016). This situation is also reinforced by research findings that entrepreneurial orientation is a process that is able to show how far the performance of business actors in the market (Jatmiko, 2016). The results of this study are different from the findings of (Wibowo & Raharjo, 2021) that the factor that influences competitive advantage is the existence of innovation, while the entrepreneurial orientation has no effect on the strategy of business actors to become competitive.

There are several studies that examine the effect of market orientation on competitive advantage in the field of small & medium enterprises (Apriliani O. D, 2018) explaining the understanding of business actors to the target market has a positive impact on competitive advantage. These findings are reinforced by the opinion (Syafuddin et al., 2020) and research by (Zaini & Handoyo, 2021) who agree with the findings. However, another opinion from (Ngo, 2021) stated that market orientation has no significant effect on competitive advantage. This is also reinforced by (Iyer et al., 2019). The purpose of this study was to determine and analyze the effect of entrepreneurial orientation and market orientation in influencing the competitive advantage of wood craft business actors in Tulungagung. Based on some of the problems that have been described, then The theoretical framework in this study was developed by the researcher as a description of the flow of the research to be carried out

The application of a good entrepreneurial orientation that can be carried out by SMIs includes being able to think proactively by recognizing opportunities and creating innovations, being brave to take risks, being able to be anticipatory to all changes, and being able to change according to customer wishes. (Na'imah, 2021) and (Nguyen et al., 2021) explained that competitive advantage can be formed from the process carried out by SME actors to focus and be brave in being business-oriented, which is carried out proactively in trying several market changes. This was also stated by (Aliusna et al., 2019) that the tendency to an entrepreneurial orientation is able to have an impact on the company's competitive advantage.

H₁ : Entrepreneurial Orientation Affects Competitive Advantage

Market orientation creates better customer value, which in turn leads to competitive advantage (Bicen & Hunt, 2012). Market-oriented companies, open to new ideas about the process of an innovation in their products to be even better. This opinion is supported by research results

which states that the market orientation variable has a significant effect on competitive advantage. Market orientation also determines business continuity in the face of competitive business competition. Company that apply market orientation have advantages in customer knowledge and this advantage can be used as a source of competitive advantage by creating products that are in accordance with customer desires and needs.

H₂ : Market Orientation Affects Competitive Advantage

2. RESEARCH METHOD

The scope of this study is to determine the effect of entrepreneurial orientation and market orientation on competitive advantage in the Wood Craft Business in Tulungagung. This research was conducted during the period from April to August 2022. This study uses the method of explanatory research (Explanatory Research) where an explanatory research is a study that explains the clause relationship between research variables by testing the hypothesis (Sugiyono, 2018). This research approach is a quantitative approach, which is a method that describes the results of statistical tests either descriptively or inferentially (Sekaran & Bougie, 2017). The sample in this study was the subject of business actors as many as 31 people. The process of collecting data using observation methods and using research questionnaires. The analysis technique used in this research is descriptive statistics and inferential statistics through validity, reliability, multiple linear regression and hypothesis testing to answer research problems.

3. RESULTS AND DISCUSSIONS

3.1. Data Validity and Reliability Test Results

Validity test was conducted to determine the instrument's ability to measure research variables. This test is done by asking the questions of the questionnaire which will later be given to the respondents. Validity test is described in Table 1

Table 1. Validity Test Results Between Variables

Correlation Between	Probability Value	Provision	Conclusion
Item 1 – Total X ₁	0,000		Valid
Item 2 – Total X ₁	0,000		Valid
Item 3 – Total X ₁	0,000	Nilai signifikan	Valid
Item 4 – Total X ₁	0,000	< 0,05	Valid
Item 5 – Total X ₁	0,000		Valid
Item 6 – Total X ₁	0,000		Valid
Item 1 – Total X ₂	0,000		Valid
Item 2 – Total X ₂	0,000		Valid
Item 3 – Total X ₂	0,000	Nilai signifikan	Valid
Item 4 – Total X ₂	0,000	< 0,05	Valid
Item 5 – Total X ₂	0,000		Valid
Item 6 – Total X ₂	0,000		Valid
Item 1 – Total Y	0,000	Nilai signifikan	Valid
Item 2 – Total Y	0,000	< 0,05	Valid
Item 3 – Total Y	0,000		Valid
Item 4 – Total Y	0,000		Valid
Item 5 – Total Y	0,000		Valid
Item 6 – Total Y	0,000		Valid
Item 7 – Total Y	0,000		Valid

Source: Data Processed by Researchers, 2022

Table 1 shows that in this study several questionnaire instruments were used to measure each research variable. For the entrepreneurial orientation variable of the questionnaire instrument as many as 6 items, market orientation as many as 6 questionnaire items and competitive advantage measured by 7 questionnaire items. Based on the table above, it can be concluded that all items in the questionnaire statement about entrepreneurial orientation, market orientation and competitive

advantage, the probability value of Sig 2-Tailed is below 0.05. This means that all questionnaire items in this study can be declared valid.

Reliability testing is measured with the condition that if the Alpha value < 0.60 then it is not reliable, and the Alpha value > 0.60 then it is reliable and considered very good. The following data is presented on the results of reliability testing between research variables (Santoso, 2019), including:

Table 2. Result Of Realibility Test

No	Variabel	Alpha Cronbach	Ketentuan	Keputusan
1	Entrepreneurial Orientation	0,859	nilai Alpha > 0,60	Relieabel
2	Market Orientation	0,898		Relieabel
3	Competitive Advantage	0,879		Relieabel

Source: Data Processed by Researchers, 2022

From the table above, it can be explained that the results of the reliability test for each item between the variables entrepreneurial orientation (X1) has a value of 0.859. The reliability value of the market orientation variable (X2) is 0.898. The value of competitive advantage (Y) is 0.879. Based on the provisions, it can be concluded that the value is more than 0.60. This can be interpreted that the data from the questionnaire of all research variables have a good level of reliability, or in other words the data from the questionnaire has reliability. The results of this analysis indicate that all questionnaire items are feasible to be used as instruments in testing research hypotheses.

3.2. Multiple Linear Regression Test Results

Multiple linear regression analysis was used to assess the extent to which independent variables including entrepreneurial orientation, market orientation and innovation had an effect on the dependent variable, namely competitive advantage. The results of the analysis are described as follows:

Table 3. Multiple Linear Regression Test Results

Variable	B	T count	Sig. t	Information
X1	0.526	3,844	.001	Ha1 accepted
X2	0.161	1.181	.248	Ha2 No accepted
Constant (a)				7,392

Source: Researcher Data Processed Results, 2022

Based on the calculation results presented, it can be obtained the regression equation that $Y = 18.769 + 0.526 X_1 + 0.161 X_2$. It can be interpreted that if the independent variables which include entrepreneurial orientation, market orientation and innovation do not change, then the amount of competitive advantage is 18,769 units. Regression coefficient of entrepreneurial orientation (b_1) = 0.526X1, it can be interpreted that if entrepreneurial orientation is increased, it will affect changes in competitive advantage which increases with a value of 0.526 units. Regression coefficient of market orientation (b_2) = 0, 161X2, meaning that the regression value of the market orientation variable has a positive value, which means that the relationship between these variables is unidirectional. If the market orientation is improved, the competitive advantage will also increase with a value of 0.161 units.

The results of the t-test calculation on the first hypothesis obtained a t-count value of 3,844 > t-table of 2.039 with a significant value of 0.001 < 0.05. These results indicate that Ha is accepted and Ho is rejected, meaning that there is a partial influence between entrepreneurial orientation on the competitive advantage of business actors in wood crafts in Tulungagung. The results of this study indicate that entrepreneurial orientation has a unidirectional relationship, if entrepreneurial

orientation increases it will be followed by an increase in the competitive advantage of business actors in wood crafts in Tulungagung. The results of this study indicate that the entrepreneurial orientation variable consists of daring to take risks, making products according to customer desires, the ability of entrepreneurs to cope with and anticipate all changes, the ability to recognize opportunities and a commitment to innovation and creativity to introduce products have a positive effect on competitive advantage. Research results from (Ghantous & Alnawas, 2020), (Sam Liu & Huang, 2020) and (Hero, 2017) which shows that entrepreneurial orientation has a significant effect on competitive advantage, in line with the results of research from (Sari & Farida, 2020) and (Na'imah, 2021) which shows that entrepreneurial orientation has a positive and significant effect on competitive advantage.

The results of the t-test calculation on the second hypothesis obtained the t-count value of $1.181 > t_{table}$ of 2.039 with a significant value of $0.248 > 0.05$. These results indicate that H_0 is accepted and H_a is rejected, meaning that there is no partial influence between market orientation on the competitive advantage of business actors in wood crafts in Tulungagung. These findings indicate that the market orientation of business actors in influencing customers has not been seen optimally, so that business actors in wood crafts in Tulungagung lack marketing performance aimed at maintaining competitive advantage. This means that the business actors in woodworking in Tulungagung do not yet have market-oriented capabilities, such as being open to new ideas from a product. In line with the opinion of (Ngo, 2021) stated that market orientation has no significant effect on competitive advantage. This is also reinforced by (Iyer et al., 2019). The results of this study are not in line with the research (Hartato & Handoyo, 2021) and (Monferrer et al., 2021) shows that market orientation has a significant positive effect on competitive advantage. Furthermore, this study differs from the opinion of (Sari & Farida, 2020) which shows that market orientation has a significant positive effect on competitive advantage and research (Zidni & Ngatno, 2016) shows that market orientation has an effect on competitive advantage.

The calculated F value in this study is 18.769 and the significance value of F is 0.000 is < 0.05 . It can be concluded that H_a is accepted and H_0 is rejected, which means that simultaneously entrepreneurial orientation, market orientation and innovation have a significant effect on the competitive advantage of business actors in wood crafts in Tulungagung. These results prove that empirically the third hypothesis can be proven. The results of this study prove that entrepreneurial orientation, market orientation and innovation are important factors that must be considered in maintaining competitive advantage. These factors must be the main focus for business actors in wood crafts in Tulungagung in developing their business so that they are better known, so that it is able to survive in the era of competition for similar products or other processed products that are very much at present. The results of this study are in line with research from (Morgan & Anokhin, 2020) and (Sondra & Widjaja, 2021) which states that entrepreneurial orientation, market orientation and the existence of innovation have a positive impact on competitive advantage. This result is also strengthened by research from (Zidni & Ngatno, 2016), (Nguyen et al., 2021; Reyes-Rodríguez, 2021) and (Sari & Farida, 2020).

4. CONCLUSION

Referring to the results of the analysis and discussion that have been carried out by researchers in the previous chapter, it can be described several conclusions in the implementation of this study that the entrepreneurial orientation variable partially and significantly affects the competitive advantage of the business people in Wood crafts in Tulungagung. Market orientation variable partially has no effect on competitive advantage business people in Wood crafts in Tulungagung. Simultaneously, entrepreneurial orientation and market orientation have a significant effect on competitive advantage business people in Wood crafts in Tulungagung. Implications The results of this study can practically be used as a basis for determining marketing strategy policies related to maintaining competitive advantage. In particular, they pay more attention to market orientation because it does

not affect competitive advantage, so that the products they produce can later attract consumers' interest and win the competition with competitors, as well as deepen their entrepreneurial and innovation orientation. The limitation of this research is the lack of in-depth interviews with business actors. In addition, the respondents encountered are sometimes not interactive in the process of extracting information.

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