

The Impact of Entrepreneurial Orientation on SMEs Performance in West Java Province: Market Orientation as Mediating Variable

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Abstract In this study, we examine the effect of Entrepreneurial Orientation on the performance of SMEs by using the mediating impact of Market Orientation. We used respondents from four regions in the West Java Province of Indonesia. After the questionnaires were distributed using the purposive sampling method, a total of 188 respondents were obtained. The analytical technique used in this study was Structural Equation Modeling (SEM). From the results of the study, it was found that orientations can affect the performance of SMEs. Entrepreneurship Orientation and Market Orientation can affect the performance of SMEs. From testing the mediating effect, it is found that Market Orientation can mediate the relationship between Entrepreneurial Orientation and the performance of SMEs. The research results can provide information for entrepreneurs who want to explore Entrepreneurial Orientation and Market Orientation.

Keywords: Mediating Variable; Market Orientation; SEM

1 Introduction

Amid technological developments and uncertain times, SMEs are required to survive and be sustainable. Entrepreneurship is needed to survive [1, 2]. Most businesses usually fall into the SME business category [3]. SMEs have facilitated the dynamics in most business organizations in developing countries because they create new jobs and generate additional capital for the business [4]. Researchers are always interested in finding answers to what makes some entrepreneurs more successful than others, particularly in small and medium-sized enterprises (SMEs) from developing countries who usually struggle with survival [5].

Indonesia is one of the developing countries in the Southeast Asia region, and much research on the performance of SMEs has been carried out [6-11]. Several researchers revealed the importance of Entrepreneurial Orientation in influencing the performance of SMEs [6, 8, 9, 11]. However, several research results related to the effect of Entrepreneurial Orientation on SME performance still found contradictory [12-16]. [17] employ three dimensions (proactiveness, risk-taking, and competitive aggressiveness) into Entrepreneurial Orientation. The results show that proactiveness and competitiveness have a significant and positive impact on the performance of SMEs, while risk-taking has a significant and negative effect on the performance of SMEs. Furthermore, referring to research [13], Entrepreneurial Orientation has a positive and significant direct impact on the performance of SMEs. Then, research conducted by [14] shows that Entrepreneurial Orientation has a positive and

significant effect on company performance. Several previous studies have shown inconsistencies in research results and the degree of dimensions they use.

According to [18] typology, Entrepreneurial Orientation is companies that are still small, including SMEs in which almost all activities carried out are focused on the owner's management. Furthermore, there are two views on the use of Entrepreneurial Orientation dimensions, namely unidimensional [19, 20] and multidimensional [21].

The inconsistency of the relationship between Entrepreneurial Orientation and the performance of SMEs can be resolved by intervening variables. Research conducted by [22] used learning theory as a mediation variable. Furthermore, the study conducted by [23] used the Network tie variable as a mediating variable.

So the researcher assumes that Market Orientation will be an important variable that can bridge the relationship between Entrepreneurial Orientation and SME performance. Strategic Orientation consisting of Market Orientation (MO) and Entrepreneurial Orientation (EO) are intangible resources that can ensure the survival of the organization in the long term and facilitate the achievement of superior performance [24, 25]. Resource-Based View (RBV) Theory shows that companies have two resources, they are tangible and intangible.

This study aimed to examine the effect of Entrepreneurial Orientation on SME Performance and the mediating effect of the Market Orientation variable. Furthermore, the literature review, research methodology, test results, managerial implications, future research, and research limitations will be explained.

2 Literature Review

2.1. The SME Performance

Law Number 20 of 2008 concerning UMKM states that the criteria for Small Businesses are to have a net worth greater than Rp. 50,000,000.00 (fifty million rupiahs) up to a maximum of Rp. 500,000,000.00 (five hundred million rupiahs) excluding land and buildings for business premises. Performance is a latent construct that has different meanings in the academic literature. Each definition reinforces other points of view, methods, and views as a result where none of them can clearly explain the meaning of performance. Generally, the performance of SMEs is expressed as a result of the company's activities through a series of complex actions [13]. The performance of SMEs is considered the result of constructive management activities and can be assessed using several norms, including efficiency, effectiveness, productivity, and growth [26].

The performance of SMEs is the ability to achieve the wishes of the company's stakeholders [27]. Therefore, performance is the strength of the company to produce satisfactory results and actions [28]. Currently, the high performance of SMEs helps to remove the blockade and generates wide opportunities for SMEs to develop and compete strongly in the global market [29]. Therefore, entrepreneurs responsible for managing SMEs try to get better SME performance through new procedures, plans, and strategies during the entrepreneurial life cycle [30]. In this study, we will use subjective measurements to assess the performance of SMEs in Indonesia.

2.2. Entrepreneurial Orientation and Market Orientation

[19] conceptualization of EO, based on previous research by [31] and [20], is the most widely used framework for EO construction in which the three dimensions of EO—

innovation, proactive, and risk-taking together form a unidimensional and must be combined when measuring EO. Miller defines the term 'entrepreneurship' as only applies to companies that simultaneously act on all three dimensions. The dimensions may be independent (that is, they may vary independently). At the same time, the construct may be considered homogeneous and, in that sense, 'unidimensional,' i.e., a firm is considered entrepreneurial if it acts on all three dimensions [2, 20].

However, in its journey, the concept of Entrepreneurial Orientation has added two dimensions, namely aggressiveness and autonomy [21]. [21] argue that Entrepreneurial Orientation is a concept measured by a multidimensional degree consisting of five dimensions (proactiveness, risk-taking, innovativeness, aggressiveness, and autonomy). So this causes confusion among researchers whether it is better to use unidimensional or multidimensional [32]. Researchers who focus on entrepreneurial Orientation are currently divided into two lines, namely Miller, Covin, and Slevin, who consider unidimensionality more appropriate, and Lumpkin and Dess, who think that the more precise measurement is multidimensional [33].

In their research, [5] show that Entrepreneurial Orientation has a positive effect on the performance of SMEs in Pakistan. Furthermore, [34], in their research that employed the dimensions of Entrepreneurial Orientation in the form of unidimensional in testing its effect on the performance of SMEs, obtained positive and significant results. The description above provides empirical evidence that Entrepreneurial Orientation can improve the performance of SMEs. Thus, we propose a hypothesis:

H1: Entrepreneurial Orientation has a significant effect on SME Performance.

Market Orientation is an organizational culture that focuses on understanding market conditions in terms of customers and competitors [35]. [36] define Market Orientation as a series of activities, processes, and behaviors derived from implementing the marketing concept. In this definition, [36] define the construction of Market Orientation into three components: intelligence generation, intelligence dissemination, and responsiveness, and call it the MARKOR dimension. On the other hand, [37] defined Market Orientation as organizational culture based on three components: customer orientation, competitor orientation, and inter-functional coordination, and named this instrument MKTOR. In this study, the Market Orientation dimension to be used is from [37] that has received the greatest attention from academics in the last few decades.

Studies by [37-40], report the direct impact of Market Orientation (MO) on the performance of SMEs. Based on the description above, we propose a hypothesis:

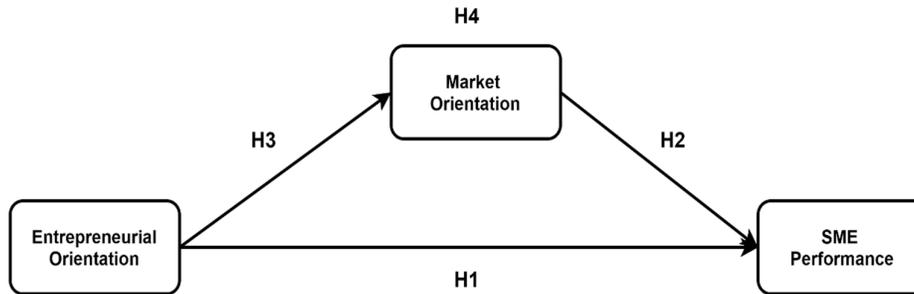
H2. Market Orientation positively affects SME performance.

Several researchers have also tested the relationship between Entrepreneurial Orientation and Market Orientation [25, 35, 41]. In their research, [41] reported that Entrepreneurial Orientation could affect Entrepreneurial Orientation positively and significantly, and Market Orientation can mediate the relationship of Entrepreneurial Orientation on company business performance in Malaysia. Furthermore, in their research, [35] found that the relationship between Entrepreneurial Orientation and Market Orientation has a positive and significant effect. In their study, [25] report that Market Orientation can affect company performance in Pakistan by using Entrepreneurial Orientation as a moderating variable. From the description above, we propose a hypothesis:

H3. Entrepreneurial Orientation can affect Market Orientation.

H4. Market Orientation can mediate the impact of EO on SME Performance

2.3. Research Framework



3 Methodology

3.1. Data

The period of collecting respondent data is carried out from March to May 2021. The population of this research is SMEs located in West Java Province (Bandung, Cirebon, Kuningan, and Majalengka). The data was collected through an online questionnaire using a purposive sampling approach to test the proposed model. The selected respondents are those who are still running their business activities during the COVID-19 pandemic. From the questionnaires that have been collected, there are 188 respondents whose data can be processed. (see table 1).

Table 1. Characteristics of Respondents

Gender	Male	124	66%
	Female	64	34%
Total		188	100%
Education	S3 (Doctoral)	0	0%
	S2 (Master)	3	2%
	S1 (Bachelor)	90	48%
	SMA (High School)	95	51%
Total		188	100%
Age	17-34 Years	93	49%
	35-50 Years	89	47%
	>50 Years	6	3%
Total		188	100%
Location	Bandung	52	28%
	Cirebon	45	24%

	Kuningan	67	36%
	Majalengka	24	13%
	Total	188	100%

From the questionnaire, it can be seen that a total of 188 respondents were collected where respondents located in Bandung area were 52, Cirebon 45, Kuningan 67, and Majalengka 24 SMEs. There are 124 male and 64 female SME owners. From the characteristics of education, most of them are SMA (High school) graduates as many as 95 respondents. In terms of age, there were 93 responses between the ages of 17 to 34 years, 89 respondents aged between 35 to 50 years, and the remaining six respondents aged over 50 years.

3.2. Measurement

A seven-point Likert scale is used to measure three structural categories: Entrepreneurial Orientation, Market Orientation, and SME business performance. The seven-point Likert scale can be said to be valid and appropriate because many previous studies have used seven scales to measure Entrepreneurial Orientation, Market Orientation, and SME performance [12, 42-44]. In this study, we developed a questionnaire from several previous researchers. Entrepreneurial Orientation (proactiveness, risk-taking, and innovativeness) from [19, 20], Market Orientation from [37] and SME performance from [2, 45] which focuses on the assessment of the measurement of subjectivity. This study uses Structure Equation Modeling (SEM) analysis where the initial test performed is Confirmatory Factor Analysis (CFA) to assess convergence and discriminant validity. Convergent validity was used to measure the correlation of items in one construct to ensure that the items were correlated and measure the same basic dimensions [46]. Furthermore, according to [47] loading factor must be above 0.5 in order to test its reliability. The Cronbach Alpha used to investigate the reliability of the scale must be above 0.7 [48]

4 Result and Discussion

Table 2. Confirmatory Factor Analysis

Indicator	Loading Factor	Average Variance Extracted	Composite Reliability	Average Mean	Average Standard Deviation
PR3	0.750	0.541	0.914	5.52	1.09
PR2	0.713				
PR1	0.709				
IN3	0.730				
IN2	0.740				
IN1	0.789				
RT3	0.775				
RT2	0.723				

RT1	0.684				
MO1	0.769	0.545	0.827	4.82	1.04
MO2	0.709				
MO3	0.756				
MO4	0.716				
SP1	0.846	0.655	0.851	5.98	0.98
SP2	0.820				
SP3	0.760				

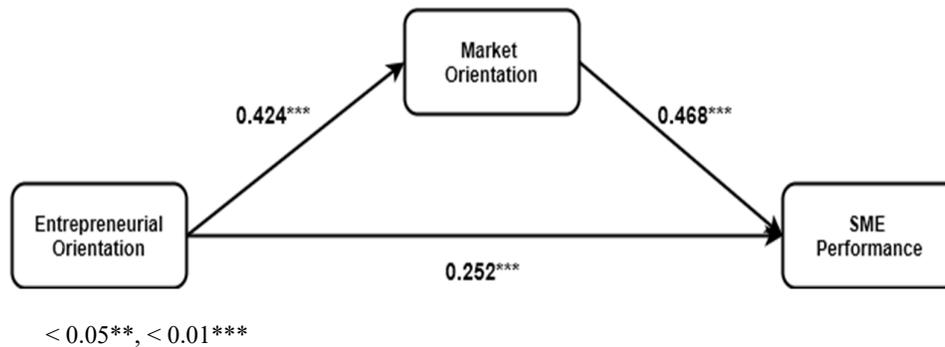
4.1. Validity and Reliability

The overall results from the CFA indicate that the measurement model has met the statistical criteria of goodness of fit. CMIN/DF score is 2,056, GFI score is 0.936, AGFI score is 0.889, CFI score is 0.944, RMSEA score is 0.075. Furthermore, the Entrepreneurial Orientation construct with the largest Composite Reliability score is 0.914, the second is SME performance with 0.851, and Market Orientation is 0.827. Average Variance Extracted (AVE) for each variable is above 0.5, and the factor loading value is above 0.5 with a significance level of 5%; these results are in accordance with an adequate indicator level [49].

Table 2. Hypothesis Testing

	Description	β	p-value	Result
H1	Entrepreneurship Orientation -> SME Performance	<0.01	0.252	Accepted
H2	Market Orientation -> SME Performance	<0.01	0.468	Accepted
H3	Entrepreneurship Orientation -> Market Orientation	<0.01	0.424	Accepted

The data were further analyzed using the Structure Equation Model (SEM) approach. SEM is used because the tool tends to be more appropriate for theory testing [47]. From this test, it was found that the effect of Entrepreneurial Orientation on the performance of SMEs was found to be significant < 0.01 ($\beta = 0.252$) so that H1 was accepted. Furthermore, the relationship between Entrepreneurial Orientation and Market Orientation was significant < 0.01 ($\beta = 0.424$), so H3 was accepted. The relationship between Market Orientation and SME performance was significant < 0.01 ($\beta = 0.468$), so H2 was accepted. Then, to examine the mediating effect of environmental scanning on the relationship of Entrepreneurial Orientation on the performance of SMEs, the Sobel Test calculation method was used. The results of the mediation test obtained a Z value of 3.366 and a significance value of 2 tailed < 0.01. The results of the Sobel test indicate that Market Orientation can mediate the relationship between Entrepreneurial Orientation and SME performance so that H4 is accepted.



5 Conclusion

In this study, we examine the effect of Entrepreneurial Orientation on the performance of SMEs and the mediating effect of Market Orientation in West Java Province, Indonesia. From the results of the study, it was found that Entrepreneurial Orientation has a positive and significant effect on the performance of SMEs. The results of this test illustrate that the Entrepreneurial Orientation consisting of proactiveness, risk-taking, and innovativeness possessed by owners or managers at the highest level in SMEs can affect the performance of their business activities. Furthermore, the results of the Market Orientation test on the performance of SMEs were found to have a positive and significant effect. The results of this test indicate that the better the entrepreneurial Orientation that SME owners have will improve their ability in market orientation, especially for SMEs. In the last test, we tested the mediating effect of Market Orientation on the relationship between Entrepreneurial Orientation and SME performance. From the results of testing the mediation effect, it was found that Market Orientation can mediate the relationship between Entrepreneurial Orientation and SME performance. The test shows that Market Orientation can be an important variable that must be considered in analyzing the performance of SMEs and their relationship to Entrepreneurial Orientation. However, SMEs are also inseparable from various shortcomings in their business activities, starting from the lack of funds and resources. So that in the theory of Resource-Based View (RBV), it is explained that there are two resources owned by each company, namely intangible and tangible resources, in achieving sustainable competitive advantage. So Entrepreneurial Orientation and Market Orientation can be important predictors that can be considered for SME owners.

This research has limitations; namely, the variables we use in this study are limited to Entrepreneurial Orientation and Market Orientation. Also, the respondents we used in this study only came from four regions in the province of West Java. In distributing the questionnaire, we used an online questionnaire and only collected 188 respondents.

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