



The influence of entrepreneurial orientation and market orientation on SME business performance

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ABSTRACT

This study aims to examine the impact of entrepreneurial orientation and market orientation on the business performance of small and medium-sized enterprises (SMEs) in Padang. The population of this study consists solely of Padang-based SMBs. While the number of samples in this study was 97 individuals, 100 samples of SMEs in Padang City were collected. Using a standardized questionnaire, respondents will be asked to rate their entrepreneurial orientation and market orientation in an effort to enhance the success of the firm they are now operating. The data were then analysed using SPSS version 21 and multiple regression analysis. (1) Entrepreneurial orientation has a significant positive influence on business performance variables, and (2) Market orientation has a strong positive influence on company performance variables.

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INTRODUCTION

In this era of industrial disruption, Indonesian people are rapidly using and utilizing digital technology. This is of course the biggest challenge for SMEs. Widjadja, Alamsyah, Rohaeni, and Sukanjie (2018) stated that "One of the most important things in advancing the economy in Indonesia is the existence of Small and Medium Enterprises or commonly abbreviated as UKM." As is known that SMEs play a very important role in the world economy. According to data from the Ministry of Cooperatives and Small and Medium Enterprises, there were 64,194,057 SMEs in Indonesia in 2018 that employed as many as 116,978,631 people, as reported by Laura (2020). Moreover, Indonesia is mainly controlled by SMBs, which serve as the economic backbone of the country. Then Widjadja, et al. (2018) noted, "Small and Medium Enterprises (SMEs) have made a substantial contribution to Indonesia's regional income and income."

Despite the fact that SMBs can make a substantial contribution to national development. However, small and medium-sized enterprises (SMEs) face a number of issues and impediments. According to the Indonesian Entrepreneurs Association (2012) in Lantu, Triady, Utami, and Alghazali (2016), SMEs face numerous problems and obstacles ""Entrepreneurial abilities are still relatively low, skills in dealing with competition are low, there are network limitations in accessing a variety of information, and there are access limitations to capital, which will eventually hinder the performance of SMEs." In addition, Kusmulyono, Fiorentina, Hartanta, Katerina, Wilanggi, Listiyani, and Sirad (2020) assert that "The relatively large number of UKM units will inevitably give rise to a variety of new

problems, beginning with capital issues, business marketing difficulties, a lack of product innovation, and labor shortages..

This of course will have a sizable impact on the performance of SMEs in the future. If SMEs cannot overcome this problem, then the business performance of SMEs will experience a decline. As it is known that business performance is very important for business people, including SMEs. Business performance is a thing or a form of business to measure how sales grow and also how the profit level can be obtained by the company. If the business performance of SMEs continues to decline, it will have an impact on many things, starting from the SMEs themselves, the workforce, and so on.

The existence of UKM plays a very important role and is able to drive the wheels of the economy in West Sumatra Province, one of which is the City of Padang. According to the Padang City Cooperatives and UKM Service (2019), "The city of Padang is one of the areas that has experienced quite high SME growth and is famous for its traditional culinary with asset growth reaching up to 300 million per year." Furthermore, according to Del Rosa and Idwar (2021), "In this data it was found that IMR SMEs in the city of Padang are spread over 11 sub-districts and the most are in the West Padang District of 371 and the fewest are in the Lubuk Begalung District of 100. The following is data related to the number of SMEs in the city of Padang:

Table 1. Number of Business Trading Companies in the City of Padang

Trading Company	Number of Trading Companies According to Business Scale		
	2019	2020	2021
Intermediate	13 480	13 845	13 486
Small	33 101	33 132	33 133
Amount	46 581	46 977	46 619

Source: Author Processed Data (2023)

Furthermore, to see the development of SMEs in the city of Padang can be seen in the following table:

Table 2. Development of SMEs in Padang City

Year	Small business	Medium Business	Amount	Development
2016	10.205	10.205	13,039	
2017	10.363	10.363	13,241	1.55
2018	10,524	10,524	13,446	1.55
2019	10,687	10,687	13,655	1.55
2020	10,853	10,853	13,837	1.33

Source: Author Processed Data (2023)

Based on Table 1, it can be observed that the number of small and medium-sized enterprises (SMEs) in the city of Padang increases annually. This demonstrates that the SME industry in Padang City is a promising one. On the other side, the greater the number of SMEs in Padang, the greater the level of rivalry amongst SMEs in Padang. If SMEs in Padang City are unable to survive, then their business performance will be threatened and will have an impact on the business they are in.

According to Whyosi (2021), "To improve the business performance of SMEs, strategic and systematic management is required, while the results of the study indicate that entrepreneurial orientation and market orientation have a significant impact on the business performance of SMEs; therefore, in order to improve business performance, entrepreneurial orientation and market orientation must be carried out correctly and appropriately. Furthermore, according to Rahaman, Luna, Mite, Islam, and Wafik, (2021), entrepreneurial focus and market orientation are required to boost SME business performance. In the meantime, according to Keh et al., 2007; Laukkanen, et al., (2013, "functional orientation of entrepreneurship and market orientation are required for enhancing the business performance of SMEs." Abbas (2018) states, "Entrepreneurial orientation and market orientation have a beneficial effect on SME business performance, such that the greater the

entrepreneurial orientation and market orientation used by SME actors, the greater the resulting performance." Furthermore, according to Nuvriasari, Wicaksono, and Sumiyarsih (2015), "Entrepreneurial orientation and market orientation, both partially and simultaneously have a substantial influence on the business performance of SMEs."

Based on this, it can be stated that an entrepreneurial orientation and a market orientation are required to improve the business performance of SMEs, so that their business performance can increase in the future. Obviously, this has a good impact on the future of SMBs and can also help the economy of the nation. Based on this fact, additional research is required on "The Influence of Entrepreneurial Orientation and Market Orientation on the Business Performance of Small and Medium-Sized Enterprises in Padang City."

LITERATURE REVIEW

SME Business Performance

According to Wardoyo, Rusdianti, and Purwantini (2015), "Business performance is an accomplishment that a business organization has achieved, and the outcomes can be observed." The meaning of performance refers to the level of accomplishment or accomplishment attained by an organization within a given period. Ramadhan and Ryandono (2015) claim that "Performance is also viewed as a description connected to how the level of achievement of an implementation in activities or programs that aim to realize goals, objectives, missions, and also materialize the vision that already exists in an organization." According to Morgan and Piercy (1998:196), "A quality plan can lead to consumer acceptance of quality levels, market improvements and performance." According to Morgan and Piercy (1998:196), a quality plan can result in customer acceptance of quality levels, market growth, and performance. According to Satwika and Dewi (2018), "Business performance is a common and widely utilized factor in determining the projected impact of a company's strategy in order to face competition." Therefore, company performance is not something that can immediately happen, but there is a long process in it.

According to the above definition, business performance is a result or accomplishment produced by a firm or SME during the business process. SME Performance Indicators

1. Customer Performance
2. Market Performance
3. Financial performance

Entrepreneurial Orientation

According to Hindarwati, Rahayu, and Wibowo (2021), "Entrepreneurial orientation is a company's involvement in the market by innovating products and having the courage to make risky decisions, so that the company is the first to produce proactive innovations, and has more capabilities than with competitors." According to Kiyabo and Isaga (2020), "Entrepreneurial orientation is a company's ability which can then be used to gain a competitive advantage so as to create good performance for the company." Meanwhile, according to Alvares (2019), "The application of this entrepreneurial orientation has benefits for UKM players and is the key to the success of UKM in developing their business to make it even better." On the basis of the preceding definitions, it can be stated that entrepreneurial orientation refers to a company's ability to create its products such that they have greater value than those of other entrepreneurs.

Entrepreneurship Orientation Indicator

According to Brouthers, Nakos, and Dimitratos (2015) in Whyosi (2021), "To measure entrepreneurial orientation, the indicators developed are: Risk taking, innovative, proactive, competitive aggressiveness, and autonomy."

1. Risk Taking
2. Innovative

3. Proactive
4. Competitive aggressiveness
5. Autonomy

Market Orientation

According to Abbas (2018), "Market orientation is essential for a company's success and improves corporate performance." Typically, a company applies market orientation to determine whether consumer needs are currently being addressed and to forecast future client requirements. In addition, according to Narver and Slater (1990), in Whyosi (2021), "Market orientation is the foundation of marketing and strategic planning, which can then lead the firm to produce and provide even higher customer value advantages." According to Mustari, Arisah, Thaief, Fatmawati, and Hasan (2021), market orientation is the process of acquiring, disseminating, and applying diverse customer-related knowledge. In addition, this market orientation is conducted to anticipate business competitors. On the basis of some of the preceding definitions, it can be stated that market orientation is an effort made by businesspeople, especially SMEs, to identify opportunities and gather information about customer demands, so that this information might have a future impact on SMEs and their businesses. Market orientation indicator

- 1) Customer orientation
- 2) Competitor orientation
- 3) Interfunctional coordination

The Effect of Entrepreneurial Orientation on SME Business Performance

According to Whyosi (2021), entrepreneurial approach has a considerable impact on the business success of small and medium-sized enterprises (SMEs). Therefore, in order to boost company performance, it is essential for SMEs to conduct entrepreneurial orientation effectively and pay attention to market needs, as this would assist SMEs' future business performance. In addition, Mustari, Arisah, Thaief, Fatmawati, and Hasan (2021) state: "The entrepreneurial mindset has a substantial impact on corporate performance. Because the greater a SME's entrepreneurial orientation, the greater its company performance." Abbas (2018) states, "Entrepreneurial orientation and market orientation have a beneficial effect on SME business performance, such that the greater the entrepreneurial orientation and market orientation used by SME actors, the greater the resulting performance." Furthermore, according to Nuvriasari, Wicaksono, and Sumiyarsih (2015), entrepreneurial orientation and market orientation have a substantial impact on the business performance of small and medium-sized enterprises (SMEs). Based on these multiple definitions, it can be stated that entrepreneurial approach has a substantial impact on the business success of small and medium-sized enterprises (SMEs).

The Effect of Market Orientation on SME Business Performance

According to Whyosi (2021), strategic and systematic management is required to improve the business performance of small and medium-sized enterprises. According to the findings of his study, entrepreneurial orientation and market orientation have a major impact on the business performance of SMEs. Therefore, in order to increase company performance, it is vital to implement entrepreneurial orientation and market orientation correctly.

According to Feranita and Setiawan (2019), "Market orientation has a favorable but not statistically significant effect on marketing performance. This indicates that an increase or decrease in market orientation does not necessarily affect the success of SME enterprises. Moreover, according to Abbas (2018), "Entrepreneurial orientation and market orientation have a favorable effect on SME business performance, such that the more entrepreneurial orientation and market orientation that SME actors apply, the better the ensuing performance." On the basis of these definitions, it can be inferred that market orientation has a substantial impact on the success of SME businesses.

METHODS

The sort of research employed in this study is quantitatively causal. Whereas causal research seeks to demonstrate the direction of the cause-and-effect relationship between an independent variable and a dependent variable. Typically, the independent variable (X) is variable, whereas the dependent variable (Y) is also variable (Y). This study will investigate the association between entrepreneurial orientation and market orientation (X) characteristics and SME business performance (Y) variables in Padang, Indonesia. According to Suharsimi (2013: 174), "The sample represents a portion of the population to be analyzed." Typically, the sample consists of a selection of members from the existing population. This study used a non-probability sampling strategy, in which not every member of a population has the same chance of being selected as a sample. Sampling is then conducted using the approach of purposive sampling, which is the technique utilized by researchers with specific considerations or criteria. Type This study utilizes primary data, i.e., data acquired directly from the primary source, i.e., respondents using a questionnaire. In this study, SPSS software was employed for data analysis.

RESULT AND DISCUSSION

Data analysis

The discussion of the outcomes of this investigation will be provided in the following explanation. This study focused on Small and Medium-Sized Enterprises (SMEs) in Padang. Although the research was conducted in November of 2022. According to the findings of this study, there were 100 UKM actors, 54 UKM players who were male (representing a proportion of 54%), and 46 UKM actors who were female (representing a proportion of 46%). Thus, the majority of SME owners are men. Then, of the entire 100 responses, the highest number of SME owners were between the ages of 36 and 45, specifically 42 individuals, or 42%. The highest percentage of UKM actors having a high school diploma or equivalent is 32 individuals, or 32%, out of a total of 100 UKM actors. Of the 100 UKM actors, the food industry is the most common, with 63 UKM practitioners and a proportion of 63%. 56% of the total number of small and medium-sized enterprises (SMEs) are owned and managed by 56 individuals. Then, for the full sample of SMEs, the SMEs with the greatest number of employees are those with three workers, precisely 29 SMEs with a proportion of 29%. From the overall sample of 100 SMEs, 40 are older than five years, accounting for 40% of the sample. Out of the overall sample of 100 SMBs, 32 SMBs, or 32%, have the greatest annual income, which is in the range of \$300 million.

Conceptual framework

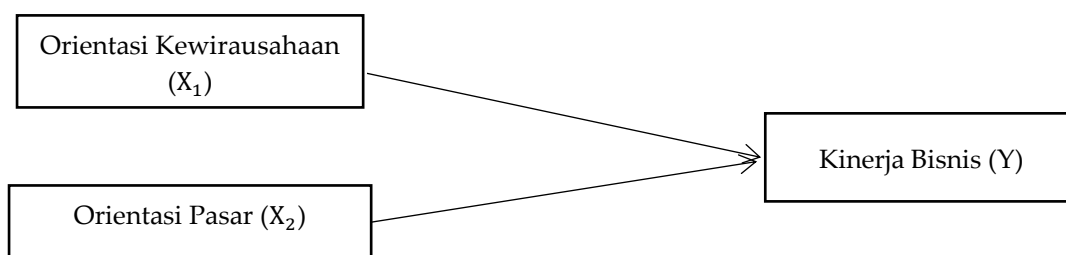


Figure 1. Conceptual Framework

In the conceptual framework above, it can be seen the relationship between one variable and another. Where, entrepreneurial orientation variables (X_1) and market orientation variables (X_2) have influence and are linked to business performance (Y). As for the link between entrepreneurial orientation and market orientation, they have direct and significant linkages and influences on business performance, so that they indirectly provide impact on separate business performance variables.

Results of Data Analysis

Table 3. Multiple Linear Regression Test Results

Model	Coefficients ^a				Q	Sig.
	Unstandardized Coefficients		Standardized Coefficients			
	B	std. Error	Betas			
(Constant)	12,327	3,382			3,645	.000
Entrepreneurial Orientation	.393	.037	.693		10510	.000
Market orientation	.209	.060	.228		3,461	.001

a. Dependent Variable: business performance

Source: Author Processed Data (2023)

Based on data analysis performed using SPSS 25, the results of the following regression equation are obtained:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

$$Y = 12.327 + 0.393 X_1 + 0.209 X_2$$

The equation of the regression above can show the relationship between the independent variable and the dependent variable partially, so that from the existence of these equations, several things can be concluded:

- a) The constant value is 12.3. This value is a constant value or a state when the business performance variable has not been influenced by the entrepreneurial orientation variable and also the market orientation variable. So that means if there is no change in the entrepreneurial orientation and market orientation variables (value X_1 and X_2 is 0). Thus, the business performance variable is at a value of 12.3 or 1.23%.
- b) The value of the entrepreneurial orientation regression coefficient is 0.39 meaning that if the entrepreneurial orientation variable (X_1) increases by 1% assuming the market orientation variable () and constant (a) is 0 X_2 , then the business performance of SMEs increases by 39%. This proves that the better the entrepreneurial orientation applied by SMEs, the business performance of SMEs will also increase.
- c) The market orientation regression coefficient value is 0.21, meaning that if the market orientation variable (X_2) increases by 1% assuming the entrepreneurial orientation variable (X_1) and the constant (a) is 0, then the business performance of SMEs increases by 21%. This shows that market orientation has a positive influence on business performance for SMEs. Thus, the better the level of market orientation applied by SMEs, the better and the business performance of SMEs will also increase.

Determination Coefficient Test

For analysis of the coefficient of determination is carried out to find out how much the percentage value and also the influence and contribution of the independent variables to the dependent variable. From the calculation results, the coefficient of determination is obtained as follows:

Table 4. Determination Coefficient Test Results

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.771 ^a	.594	.586	.90818

a. Predictors: (Constant), Market orientation, Entrepreneurial Orientation

Based on Table 4.20, it can be seen that the coefficient of determination in the *RSquare value* is 0.594. This shows that the ability of the independent variables, namely entrepreneurial orientation (X_1) and market orientation (X_2) can have an effect of 59.4% while the remaining 40.6% is influenced by other variables not discussed in this study.

This study aims to examine the effect of entrepreneurial orientation (X_1) and market orientation (X_2) on business performance (Y) for SMEs in Padang City. Based on the results of the regression analysis that has been carried out in this study, the results obtained are as follows:

The Effect of Entrepreneurial Orientation on Business Performance

As on the outcomes of previous study, the frequency distribution analysis of the entrepreneurial orientation variable reveals a mean score of 4.398757. This indicates that the SME-owned and -executed entrepreneurial orientation variables are in good condition and have been effectively applied. In addition, based on the findings of the analysis of the frequency distribution of business performance factors, a mean score of 4.7444 is determined. This indicates that the business performance of small and medium-sized enterprises (SMEs) in Padang is already in the high category and can be considered optimal. According to the findings of multiple regression tests, the significance value of the influence of entrepreneurial orientation on the business performance of SMEs in Padang City is 0.000 0.05, when compared to the value of 0.393. These findings indicate that entrepreneurial approach has a considerable impact on the business performance of small and medium-sized enterprises (SMEs) in Padang. SMEs will produce improved business success in the future if their entrepreneurial orientation continues to improve. On the basis of this explanation, it is possible to conclude that the first hypothesis, namely that there is a substantial relationship between the entrepreneurial orientation variable and the business performance of SMEs in the city of Padang, is partially valid. Consequently, if, in the future, SMEs have a good entrepreneurial orientation toward the business in which they are engaged, this will also result in good performance.

The Effect of Market Orientation on SME Business Performance

Analysis of the frequency distribution of the market orientation variable reveals an average value of 4,773 for the effect of market orientation on the business performance of small and medium-sized enterprises (SMEs) in the city of Padang. This demonstrates that the market orientation variable is in the high category and is effectively implemented by Padang City's SMEs. In addition, when the frequency distribution of the business performance variable itself is analyzed, an average score of 4.7444 is achieved. This indicates that the business performance of small and medium-sized enterprises (SMEs) in Padang is already in the high category and can be considered optimal. According to the results of the multiple regression test, the significant value of the influence of market orientation on business performance is 0.001 0.05, and if the value is considered, it is 0.209%. This demonstrates that market orientation can have a major impact on the business performance of SMEs, such that the greater the market orientation implemented by SMEs, the greater their company performance will be. In light of this explanation, the second hypothesis, which claims that there is a considerable effect on business performance, can be partially accepted. This also emphasizes that the better the market orientation that will be adopted by SMEs, the better influence on business performance that will be received by SMEs themselves.

CONCLUSION

Based on the study's findings and preceding discussion, the following conclusions can be drawn:

1. The entrepreneurial orientation variable has a positive and statistically significant effect on company performance factors. This indicates that the greater the entrepreneurial orientation utilized by SMEs in the development of their businesses, the greater the business performance achieved by these SMEs.
2. The market orientation variable significantly improves business performance variables. This indicates that if SMEs have a good market orientation towards the business they are conducting, their business performance will also be enhanced.

SUGGESTION

On the basis of prior study findings, the results indicate that entrepreneurial orientation and market orientation factors have a relationship with and contribute to business performance. Therefore that entrepreneurial orientation and market orientation concurrently have a big effect on business success, but of course there are still many flaws, so various parties must consider the following:

1. For SMEs

It is hoped that UKM players will further improve their business strategy, in addition to increasing entrepreneurial orientation and also market orientation. Because competition is increasing day by day, of course it will be a separate task for SMEs to survive and be able to face such fierce competition later. It is also hoped that the results of this research will later become a separate reference for SMEs to be able to look for opportunities to be able to find ways to continue to improve good business performance in the future.

2. For Further Researchers

It is hoped that future researchers will be able to further develop the results of this study, such as expanding and also enlarging the population and sample numbers used, so that later the results will be better and different from this study.

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