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## THE IMPACT OF ENTREPRENEURSHIP ORIENTATION AND BUSINESS STRATEGY ON COMPETITIVENESS IN IMPROVING BUSINESS PERFORMANCE

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### ABSTRACT

MSMEs have a strategic role in supporting regional economic growth. However, during this pandemic, SMEs are facing obstacles such as reduced sales, limited distribution capital, raw material problems, and reduced production. This research was conducted by analyzing. This research developed a theoretical model based on the Structural Equation Model (SEM) which was tested using Amos 1.8 as an analytical tool. Respondents from this study were 128 consumers of MSME products in Garut Regency. The results of this study indicate that Entrepreneurial Orientation has no effect on competitiveness, Business strategy has an effect on Competitiveness, Entrepreneurial orientation has no effect on business performance, Business strategy has no effect on business performance, Competitiveness has an effect on business performance. The implication of this study is an entrepreneurial orientation in handling doing business in MSMEs. Someone who dares to take risks can be defined as someone who is opportunity-oriented in the context of uncertainty in decision-making. The business strategy carried out has an impact on increasing competitiveness compared to competitors. Business actors are expected to be able to improve their business performance by continuing to build even better products by increasing marketing through digital marketing. Likewise, innovating products can increase profits from the business. The limitations of this study were due to the very short time, the researchers distributed questionnaires so that many respondents could not be interviewed in depth.

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## 1. INTRODUCTION

The Ministry of Micro, Small and Medium Enterprises (UMKM) is the backbone of the national economy and the sales leader of the domestic economy. As the backbone of the national economy, the MSME sector contributes to economic growth in the form of employment and job creation, which affects gross domestic product (GDP) and sources of exports other than oil and gas. MSMEs also have a social function as a provider of a safety net, especially for low-income people to carry out productive economic activities [1]. SMEs have a strategic role in supporting regional economic growth. However, during this pandemic, SMEs are facing obstacles such as reduced sales, limited distribution capital, raw material problems, and reduced production. Low productivity is an obstacle for SMEs to develop and create a bigger economy. This situation causes a phenomenon where the economy actually lacks the number of MSMEs needed to support industrialization and exports [2].

The Regional Government of Garut Regency is trying to restore the economy of the MSME sector. One of the strategies implemented is the promotion and marketing of MSME products in both the domestic and domestic markets. To increase regional competitiveness and market share

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for MSME products, the Government of Garut has launched promotional activities for micro business products in tourist areas. This is done by the Office of Cooperatives, UMKM, and the Garut Industry Office.

UMKM SHTI, one of the UKM Garut Regency, has been around for more than five years. UMKM SHTI comes from the abbreviation, namely (Sutarto, Haryati, Taupik, Ilra) and the owner of this UMKM is Mrs. Tati. SHTIMSME describes snacks/snacks that make various chips. The chips made there include Gemblong chips, cassava chips, banana chips, taro chips and breadfruit chips. However, SHTI UMKM does not produce all the chips every day, only a few chips depending on the available raw materials. In the production of various types of chips, the new product innovation is that the flavor is mixed with passion fruit seeds, first squeezed and dried. Prices for SHTI products vary, along with a list of prices for MSME SHTI products, which can be seen in table 1.

Table 1.SHTI MSME Product Price List

No.	Product	Price Per Kg
1	Gemblong Chips Original Passion Fruit Flavor	Rp. 30,000
2	Cassava chips	Rp. 26,000
3	Banana Chips	Rp. 45,000
4	Breadfruit Chips	Rp. 45,000
5	Taro Chips	Rp. 45,000

Source: SHTI MSME Price List, 2022

SHTI MSME sales in 2022 have decreased every month and there have been several months that have not met the expected target, sales growth conditions have decreased due to the economic crisis due to the COVID-19 Pandemic. The highest sales data in 2021 was in June, which was 967 KG, coinciding with the month of Ramadan and welcoming Eid al-Fitr. However, it is different from 2022, during the month of Ramadan and the welcoming of Eid al-Fitr which falls in May, MSMEs make potential business opportunities that have value and are very promising for small entrepreneurs. Sales data can be seen in Table 2:

Table 2.SHTI UMKM Sales Data for 2021-2022

Month	Sales Target (Kg) (Year)		Sales (Kg) (Year)	
	2021	2022	2021	2022
Jan	700	800	900	880
Feb	710	800	911	850
Mar	720	800	916	790
Apr	730	800	920	440
May	740	800	934	467
Jun	750	800	967	455
Jul	800	800	964	441
Aug	800	800	965	437
Sept	800	800	960	452
Oct	800	800	947	450
Nov	800	800	898	478
dec	800	800	890	480

Source: SHTI MSME Sales Data, 2022

Based on table 2 above, it can be seen that SHTI MSME sales data in 2022 has decreased every month and there have been several months that have not met the expected target, sales growth conditions have decreased due to the economic crisis due to the COVID-19 Pandemic

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according to [3]. The highest sales data in 2021 was in June, which was 967 KG, coinciding with the month of Ramadan and welcoming Eid al-Fitr. However, it is different from 2022, during the month of Ramadan and the welcoming of Eid al-Fitr which falls in May, MSMEs make a very potential business opportunity that has value and is very promising for small entrepreneurs[4].

However, currently, Garut Regency has experienced a decline in sales, because one of its competitors is very complete snacks in convenience stores or mini markets, making them more innovative and selling food that is made to satisfy consumers in the form of quality products. packaging is better. Sales of MSME products have also decreased. Due to the pandemic, namely the corona, this phenomenon has also reduced people's purchasing power, business competition cannot be avoided and even needs to be addressed. Like any other form of business, the world of snack food is becoming increasingly competitive. Therefore, in addition to continuous product maintenance, product and service quality in competition must be prioritized.

One of the MSMEs, namely snacks which are included in snacks, the competition for MSME products in Garut Regency is so tight, MSME actors realize that competition in this business is getting tougher and compete with various innovations and strategies. In order for hawkker to survive the many threats from competitors with similar businesses, business graduates need to develop the right strategy to stay competitive. More and more snack companies are offering different options based on consumer preferences.

Table 3 Sales Data of MSME Competitors in Garut Regency in 2022

No.	Product	Sales Volume (Tons)
1	MSMEs Pamela's Sticky Rice Tape	60
2	AGS MSMEs	18
3	SMEs SHTI	10,8

Source: MSMEs in Garut Regency, 2022.

Table 3 shows data on SMEs for one year. In the data above, the author has not received internal data from competitors, namely UMKM AGS, so only two other competitors, namely UMKM AGS and Tape Pamela are registered. Pamela Tape ranked first with a total sales volume of 60 tons, AGS ranked second with a total of 18 tons, and UMKM SHTI ranked second with a total sales volume of 10.8 tons. This shows that SHTI SMEs do not have consumer demand and are not optimized for business people.

Not only MSME players who are currently ahead of Garut Regency, but also Indonesian MSMEs and similar competitors in the same business sector who smell new innovations feel a high level of competition. Changes in street food include increasing the level of competition for SMEs, rising commodity prices, and decreasing income levels of former MSME players who have been abandoned by consumers. Many companies were unable to compete with new competitors who went out of business and innovated by offering new business ideas for new, more attractive types of food to capture market share by considering the changing situation and company environment.

Businesses must always strive to ensure their survival. Business progress in SMEs is entirely dependent on the company's ability to develop and create competitive advantages in adapting quickly to changes that occur. Competition is central to a company's success or failure. Competition determines the hardness of a company's operations that can support performance, such as: Innovation, a culture that doesn't make changes related to something better that is consistent, or implementation or delivery that is right. Competitive strategy is the search for a favorable competitive position in an industry based on the criteria by which competition occurs. Competitive strategy aims to build a profitable and sustainable position, a force that dominates competition in an industry.

The role of marketing is considered important in a very competitive market where companies compete with each other and try to show the superiority of their products. One way for companies to win the competition is to implement innovation and marketing strategies. The



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company's success in maintaining the continuity of product sales lies in its ability to innovate. It is from here that MSME actors in Garut Regency need to be able to create "uniqueness" in order to gain a competitive advantage. This contest brings various opportunities and risks for MSME stakeholders at home and abroad. All small business owners and MSME actors are what is happening in the market, what consumers want, and what has changed in the business environment to compete with other businesses. One of them is the aspect of product quality improvement.

Information technology makes it easy for consumers to access information anytime, anywhere. In addition, companies can use it to monitor their competitors' activities and change their strategy

developed by business actors similar to them [5]. Currently, consumers are starting to adopt the use of information technology because information technology is one of the factors that influence the success of a company's new products and can make new products more innovative and better. The technology most used by tourists is internet information technology. This development is confirmed by [6], who found that the Internet makes it easy for tourists to access information about products/services without being disturbed by distance or time, this is one of the most optimal strategies for increasing sales in business.

The scope of research explains that entrepreneurship is a prerequisite for individuals to be innovative, proactive, and willing to take risks to start or run a business [7]. There are three aspects of entrepreneurship. In short, innovation comes first, and innovation is an influential foundation that helps companies create competitive advantage and ultimately improve their performance [8]. In an increasingly fierce and dynamic competition, companies need to continue to innovate in their products and services. If you don't adapt quickly, your business will be delayed and uncompetitive. Market-oriented companies focus on understanding current and future needs and customer needs. Focus on it to understand competitors' short-term strengths and weaknesses,

A good organization is an organization that can strengthen the skills or expertise of all parts of the organization. Business performance is basically a company's performance as measured by results. This performance result is not completely accurate when viewed from one dimension. Researchers agree that measuring network performance by a single metric is not enough [9]. A study by [9] and [10] measured year-over-year and overall company performance compared to its main competitors. Performance is measured by profitability and set goals. If a company wants to become market power, Good organizational performance is very important and must be supported by the company which leads to a sustainable attitude towards quality standards that must be emphasized. Cannot survive [11].

Good business development ultimately leads to maximum job satisfaction, giving the company a competitive advantage. You need to maintain the competitive advantage that your company has gained. Because, in addition to the benefits, more and more competitors are in the middle of the business, and companies need to consistently maintain these benefits [12]. Good strategic thinking is the key to success for businesses to remain competitive in a crowded market (Tarabih et al. 2015). A successful business in the market requires a pattern of survival at the top of the market. There, the company's employees need to be involved and explore the potential to stand out as a competitive advantage for the company.

The renewal through this research is a comprehensive examination of the effect of entrepreneurial orientation and business strategy on the competitiveness and business performance of MSME players in Garut Regency. Based on the elaboration above, the purpose of this study was to determine the effect of business strategy orientation and entrepreneurial orientation on competitiveness and business performance, as well as the effect of competitiveness on business performance.

Research urgency Enter the references of UMKM Actors in Garut Regency in the Joint Business Management system pattern related to the existence of Bumbdes in establishing policies related to strategies for improving the economy for MSME Actors in Garut Regency. In addition,

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it is necessary for the government to pay more attention to MSME actors so that the emergence of many new business actors is more interesting to explore knowledge about Entrepreneurship Orientation and Business Strategy in managing MSME to remain competitive.

## 2. LITERATURE REVIEW

### Entrepreneurial Orientation

Entrepreneurship is characterized by a spirit that can always minimize errors, habits, and tasks. Active and dynamic attitude is the key. A risk taker can be defined as a person who focuses on opportunities in an uncertain context of decision making. Risk barriers are an important factor that separates business from entrepreneurship, but they are not. The key business-oriented characteristics are optimal risk measurement and risk tolerance. Role Therefore, information technology is the best tool to detect problems that occur in society. Besides level of education and willingness to take risks, trying things out plays a major role in a manager's skills as well. With a wealth of business experience [13],

### Business strategy

A business organization can grow and develop if it adheres to the concept of efficiency and productivity in running its business. It is undeniable that the creation of a business organization will bring optimal benefits. The step to win the competition is to apply the right marketing strategy in terms of quality, price and product competitiveness. A good commercial strategy for selling products during the COVID-19 pandemic is electronic media with a very wide marketing reach, without the need to meet producers and consumers in one place ([14];[15];[16].

### Competitiveness

To stay competitive in your business, companies use certain aspects such as the ability to use and create new resources such as. as well as Skills (through new technologies and software applications) and new resources that increase over time. You have to be able to handle it. New product development. Introducing a value added strategy into the human capital development process will give you a competitive advantage. Finally, excellent performance results and production benefits reflect competitive advantages [17]. Companies create competitiveness through competition or priority. It is defined as the preference or strategic aspect of a company's choice to compete in the target market. Many competitive priorities have been identified in the literature. Even, several steps to gain a competitive advantage are described in several white references [13]. Competitiveness Based on the basic theory, reality and concrete dynamics to improve competitiveness, competitiveness can be divided into five general types: favorable position and movement (dynamic), advantage and advantage. connectivity benefits (cumulative), temporary fixed rewards.

### Business Performance

The performance of a company is essentially the performance of the company's organization and is reflected in the results. This performance result is not completely accurate when viewed from one dimension. Researchers agree that measuring network performance using a single metric is not sufficient [9]. A study by [18], and Slater & Narver (2000) measured a company's performance in terms of both overall year-over-year and overall performance when compared to its main competitors. Company performance is measured by profitability and goal setting. Performance measurement has two perspectives: subjective and objective. In Asian corporate culture, information about company performance is often trade secret, and companies are reluctant to disclose performance data.

Many variations of the dimensions used in this study. Some of them have been proposed by Robinson (1990), Kaplan & Norton (1996), Walker & Ruekert (1987), and Ranchod (2004). The Multi-Model Performance Framework (MMPF) is also very interesting: employee motivation, market performance, performance productivity and satisfaction of various stakeholders such as

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customers, investors, employees, suppliers and society. There are four aspects, including social impact. A recently developed conceptual framework is Performance Prism. This suggests that the performance measurement system must be organized around five different but relevant aspects of performance (Ringim, Kabiru Jinjiri, 2012).

### 3. METHODS

Research Methods Populations and sample groups attract the attention of researchers because they are events, objects, or people of the same kind, combinations of objects considered by the world of research. In this survey, the population surveyed is MSME actors in Garut Regency whose exact number is unknown [19]. The sample is part of the population which consists of several members of the population. This subset was adopted because it is often impossible to validate all members of the population. Therefore, it forms one of the representatives of the population which is called the sample. This study surveyed 128 consumers of MSME products in Garut Regency.

Types of data and sources of data collection is a systematic and standardized process to get the data you need. The data collected for our research is primary data using research obtained as a result of distributing questions about information technology, market orientation, competitive advantage, and firm performance. Successful Research Data Collection Methods must be used for maximum results or to apply good techniques. Collection techniques using observation and surveys.

Analysis Techniques In analyzing the data of this study, the hypothesis testing model used Structural Equation Modeling (SEM) in the AMOS 2.1 statistical software package. Structural equation modeling (SEM) is a statistical technique that can simultaneously test a large number of "complex" relatives (Hair et al., 1995). The reason for using SEM is to perform constructive extrinsic and intrinsic confirmation tests. The extrinsic configuration confirmation test aims to test the feasibility of the model between the independent variable and the intermediate variable, and the intrinsic configuration confirmation test is the model between the intermediate variable and the dependent variable. This is done to get good research results. The advantage of using SEM in this study is that it can build the dimensions of a concept or element[20].

### 4. RESULTS AND DISCUSSION

The following is a picture of the results of the Structural Equation Model (SEM) analysis.

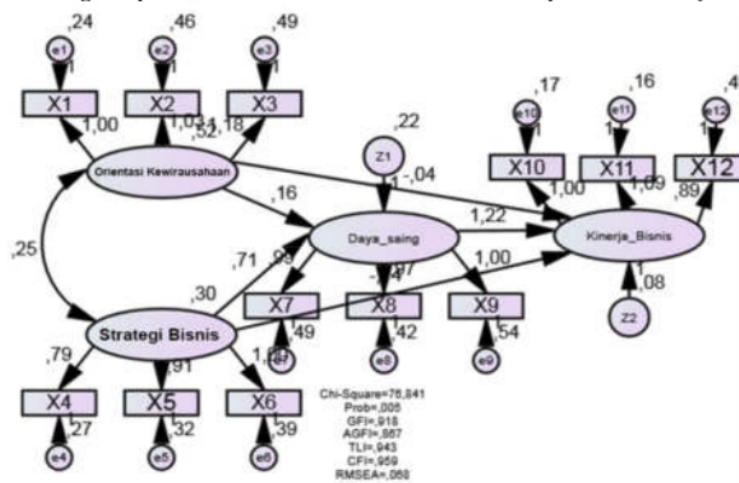


Figure 1. Structural Equation Model (SEM) with data or fit as shown in Table 4 below:



Table 4. Structural Equation Model (SEM) Feasibility Test Results

Goodness of Index Fit	cut-off sValue	Analysis Results	EvaluationMode
Chi -Square	I hope a small	76,814	Good
Significant Probability	≥ 0.05	0.005	Good
GFI	≥ 0.90	0.918	Good
AGFI	≥ 0.90	0.867	marginal
TLI	≥ 0.95	0.943	Good
CFI	≥ 0.95	0.959	Good
RMSEA	≤ 0.08	0.068	Good

For statistical tests on the relationship between variables which will later be used as a basis for answering the research hypotheses that have been proposed. Statistical tests on the results of processing with SEM are carried out by looking at the significance level of the relationship between variables shown through the value of Probability (p) and Critical Ratio (CR) of each relationship between variables. The statistical testing process is shown in the following table:

Table 5. Standardized Regression Weight

		ESlime
Competitiveness	<-- Entrepreneurial Orientation	0,71
Competitiveness	<-- Business strategy	0.549
Business Performance	<--Competitiveness	1021
Business Performance	<--Entrepreneurial Orientation	-0.038
Business Performance	<--Business strategy	-0,1
X1	<--Entrepreneurial Orientation	0.828
X2	<--Entrepreneurial Orientation	0.738
X3	<--Entrepreneurial Orientation	0.773
X 6	<-- Business strategy	0.664
X 5	<--Business strategy	0.665
X4	<--Business strategy	0.642
X9	<--Daya_Foreign	0.67
X8	<--Competitiveness	0.706
X7	<--Competitiveness	0.684
X10	<--Performance_Business	0.886
X11	<--Performance_Business	0.907
X12	<--Performance_Business	0.713

After all assumptions can be fulfilled, then hypothesis testing will be carried out. Testing the hypothesis of this study was carried out based on the Critical Ratio (CR) value of a causality relationship from the results of SEM processing as shown in the following table:

Table 6. SEM Processing Results

		Estimates	SE	CR	p.s
Competitiveness	<---Orientation_Entrepreneurship	0.157	0.138	1.137	0.256
Competitiveness	<---Business strategy	0.7 13	0.218	3,275	0.001
Performance_Bianis	<---Competitiveness	1.218	0.251	4,848	***
Performance_Business	<---Orientation_Entrepreneurship	-0.042	0.127	-0.329	0.742
Performance_Business	<---Business strategy	-0.144	0.259	-0.555	0.579

The result of the calculation of CR is 1.137 and the probability is 0.256, which is greater than 0.05. This shows that entrepreneurial orientation does not affect competitiveness.



Therefore, H1 is rejected. The results of this study indicate that the existing entrepreneurial orientation is not more competitive. The calculation result obtained from the CR is 3.275, the probability is 0.001 and is less than 0.05. Shows that H2 is acceptable because business strategy affects competitiveness. The results of this survey show that an improved business strategy makes the competitiveness of MSMEs more competitive. The calculation result obtained from CR is -0.329, the probability is 0.742, which is less than 0.05. This shows that entrepreneurial orientation has no effect on business performance. Therefore, H3 is rejected. The calculation results obtained by CR are -0.555, the probability is 0.579, greater than 0.05. That is, business strategy does not affect your business performance. Therefore, H4 is rejected. The calculation result obtained from CR is 4.884, the probability is 0.000, greater than 0.05. This means that high competitiveness affects company performance. Therefore, H5 is accepted.

## 5. CONCLUSION

Entrepreneurial orientation has no effect on competitiveness. Understanding and applying Entrepreneurial Orientation properly does not have a direct impact on competitiveness, because it is not part of a strategy for competitiveness against competitors. Business strategy has an influence on competitiveness. The Business Strategy carried out has an impact on increasing competitiveness compared to competitors. Entrepreneurial orientation has an influence on business performance. Entrepreneurial Orientation which is enhanced for managers greatly affects business performance. Business strategy has no influence on business performance. Perceptions about business strategy that have not been improved will not result in better business performance. Competitiveness has an influence on business performance. When competitiveness increases provide better business performance.

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