THE INFLUENCE OF ENTREPRENEURIAL ORIENTATION, MARKET ORIENTATION, AND INNOVATION ON COMPETITIVE ADVANTAGE (CASE OF VARIOUS CAKE MSMES IN NORTH JAKARTA)

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ABSTRACT

The purpose of this study was to determine the effect of entrepreneurial orientation, market orientation, and product innovation on competitive advantage. This research uses quantitative methods and uses purposive sampling techniques by distributing 83 questionnaires to MSMEs of various cakes in Koja District, North Jakarta. The analysis method used is Multiple Linear Reggression. Based on the results, competitive advantage is positively and significantly impacted by entrepreneurial approach and product innovation, but not significantly by market orientation. With an R-Square value of 0.7, it can be concluded that entrepreneurial orientation, market orientation, and product innovation affect competitive advantage by 70% and the remaining 30% is influenced by other variables. It is recommended to expand the scope of data so that future research provides a more comprehensive and accurate picture of competitive advantage in MSMEs.

Keywords : *Entrepreneurial Orientation ; Market Orientation ; Product Innovation ; Competitive Advantage*

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INTRODUCTION

Micro, Small and Medium Enterprises (MSMEs) are the backbone of economic growth and job creation in an ever-changing global economy (Lubis & Salsabila, 2024). In an increasingly competitive market, MSMEs stand out primarily due to their competitive advantages (Ernawati et al., 2022). MSMEs can respond faster to changes in market and industry trends due to their high degree of adaptability. Also, due to their smaller size, MSMEs can offer more innovative and individualized services, which appeal to clients looking for a different experience (Bakrie et al., 2024).

According to Kiyabo and Isaga (2020), this advantage is realized in various dimensions, including differentiated product development, proficient market sensing capabilities, working strategically with partners, concentrating on high-value client groups, being responsive to the market, treating clients like assets, maintaining information transparency, and developing internal leadership. Based on research conducted by Rahmadi et al., (2020) that competitive advantage can be increased by entrepreneurial orientation, market orientation, and product innovation. Research by Helia et al., (2015) shows that there is a favorable relationship between market orientation, entrepreneurial orientation, and product innovation on competitive advantage.

This research focuses on the Aneka Kue MSMEs in Koja sub-district, North Jakarta. The word "various cakes" refers to a variety of cakes. The cakes can be pastries such as nastar, kue kacang, or lidah kucing, or wet cakes such as klepon, onde-onde, or lapis legit, to name a few. "Aneka kue" is often offered for important occasions such as Idul Fitri, weddings, and birthday celebrations. However, Aneka Kue MSMEs face problems due to rapid and frequent changes in market trends. This makes it difficult for enterprises to adjust their products and marketing strategies. In addition, deficiencies in entrepreneurial orientation, such as lack of risk-taking and lack of innovation, make it difficult for enterprises to adapt and compete. On the other hand, weaknesses in market orientation, such as not understanding consumer needs and not paying enough attention to competitors, further exacerbate the situation, making it difficult for the enterprise to remain competitive in the market at times.

This research is also driven by Inconsistencies in research findings or gaps in knowledge are some factors that motivate this study. For example, research conducted by Fadhillah et al., (2021) and Sari et al., (2020) shows that EO (entrepreneurial orientation), market orientation/perspective, and innovation in products have no significant effect on CA (competitive advantage). Meanwhile, another study conducted by Alihusna et al., (2019) shows that EO, MO, and product innovation have a significant effect on CA.

This study intends to ascertain the ways in which product innovation, market orientation, and entrepreneurial orientation impact the competitive advantage of different cake MSMEs in Koja District.

LITERATURE REVIEW, RESEARCH FRAMEWORK, AND HYPOTHESIS

Entrepreneurial Orientation

Entrepreneurial orientation is that people with an entrepreneurial attitude tend to be more creative, proactive, and take risks when starting or running a company (Danny & Utama, 2020). According to Purwanto in research conducted by Zulkifli et al., (2023), entrepreneurial orientation (EO) is a strategic orientation that characterizes the way entrepreneurs think and act when starting, developing, and expanding new companies. A person's entrepreneurial orientation is determined by their traits and values, which include persistence, flexibility, quick thinking, and a tendency to take opportunities

(Sefanya & Ie, 2024). The initial concept of entrepreneurial orientation (EO) according to Miller (2011) was to use three elements to explain EO : risk-taking, innovation, and proactivity. Then specifically, competitive aggressiveness and autonomy are two additional characteristics added by Lumpkin & Dess (1996) to the EO model.

Market Orientation

The term "market orientation" refers to an executive viewpoint in business that emphasizes the need for businesses to coordinate marketing campaigns aimed at achieving customer satisfaction targets through the provision of services that are in line with company goals (Narver & Slater, 1990). This will ensure that the company's goals are achieved in the long term (Sefanya & Ie, 2024). Market orientation is a strategic approach that prioritizes the organization's ability to adapt with a focus on consumers, competitive dynamics, and general market trends (Arfiansyah & Rizaldy, 2024).

Product Innovation

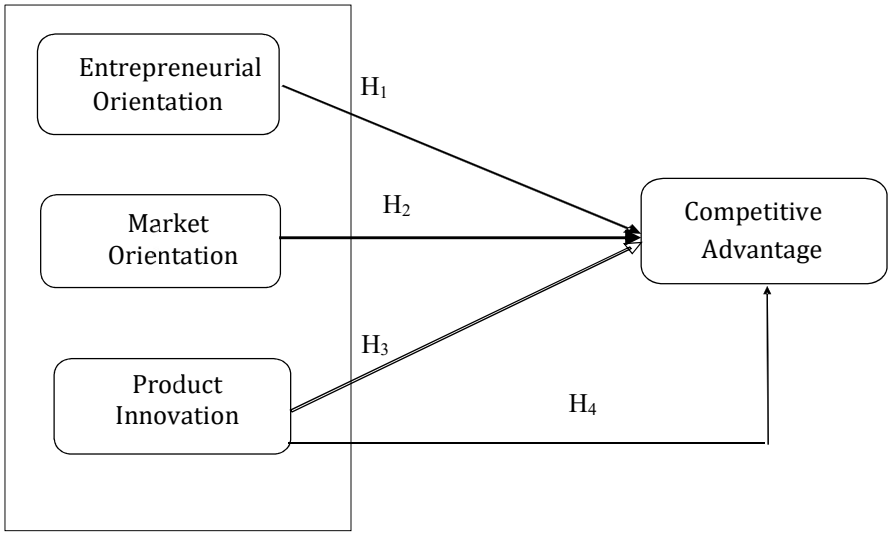
According to Kotler in research conducted by Kusuma & Dharyanti (2023), innovation in products is the culmination of different procedures that engage with one another. Innovation is a description of these processes and not just ideas, inventions, or market development (Raihan et al., 2024). Companies innovate by creating new products that are different from existing ones or making improvements to existing products (Pattipeilohy, 2018). According to Cadden et al., (2023) it has been proven that innovation lowers costs, increases product distinctiveness, and creates competitive advantage. Innovations are often characterized as new products or services, new production technologies, new methods, or new management or marketing innovations.

Competitive Advantage

Competitive advantage according to Haji (2017) is the ability to outperform competitors by offering more value to customers, lowering costs, or offering more benefits in exchange for higher prices. As for another understanding according to Prayogo et al., (2020), implementing a plan that makes use of the several resources that the business unit owns gives it a competitive advantage. According to Wongsansukcharoen & Thaweepaiboonwong (2023) a larger market share in a particular market segment, the achievement of corporate success, loyal customers and the success of the comparative cost structure with competitors are the foundations of competitive advantage.

Research Framework

The theoretical framework applied in this study is based on the theoretical basis previously described, with the aim of being able to direct the explanation and understanding of the framework so that it can be interpreted with the help of previous researchers' paradigms so as to form clear guidelines in carrying out research. Thus, the findings of the conceptual framework on the impact of independent variables, namely ; Entrepreneurial Orientation (X1), Market Orientation/Perspective (MO) (X2), and Product Innovation/Innovation in Products (PI) (X3) on Competitive Advantage (Y).



Source : Constructed by the authors for this study, 2024

Figure 1
Research Framework

Hypothesis

The hypotheses in this study are as follows :

H1 : Entrepreneurial Orientation (EO) considerably and favorably affects Competitive Advantage (CA).

H2 : Market Orientation (MO) significantly and favorably affects Competitive Advantage (CA).

H3 : Product Innovation (PI) significantly and favorably affects Competitive Advantage (CA).

H4 : Product Innovation (PI), Market Orientation (MO), and Entrepreneurial Orientation (EO) all significantly and favorably impact Competitive Advantage (CA) at the same time.

METHOD

This study employs an associative approach and quantitative research methods. Amrulloh (2017) states that associative quantitative research aims to demonstrate the connection between study variables before testing preconceived notions. According to Sugiyono (2017), defines a population as a sizable collection of objects or individuals with characteristics that researchers select to study and draw conclusions, while the sample is part of the size and composition of the population. The present study employs a non-probability sampling technique in conjunction with the purposive sampling method, as the respondents are chosen according to specific criteria deemed pertinent to the research goals, such as experience, expertise, or particular attributes that align with the subject matter. When using non-probability sampling, not every member of the population has an equal chance of being chosen, whereas purposive sampling enables researchers to specifically choose samples based on subjective factors that are relevant to the study's objectives (Sugiyono, 2017), so there are 83 MSMEs of various cakes that are relevant to this research.

The data collection method in this study is by asking questions to respondents and obtaining the necessary answers, namely a questionnaire. Questionnaire or questionnaire, is a tool used to collect data by asking several questions related to the

research subject (Prawiyogi et al., 2021). Data analysis used multiple linear regression analysis using SPPS ver.25 softwares.

RESULTS AND DISCUSSION

Validity Test

Janna & Herianto (2021) define the validity test as the procedure used to ascertain the validity or invalidity of a measurement device. The questions in the questionnaire are the measuring instruments being discussed here. Items that meet the following criteria are regarded as legitimate : if r count > r table with n = 83, then df = 81 obtained r table (0.2159) or the significance threshold must be less than 0.05, the indicator is considered valid. The findings of the validity test are displayed in the following table.

Table 1
Validity Test

Statement	Correlation Coefficient	Sig (2-Tailed)	R	Sig	Explanation
Entrepreunerial Orientation (EO)					
EO1	0,763	> 0,000	0,2159	<0,05	Valid
EO2	0,729	> 0,000	0,2159	<0,05	Valid
EO3	0,674	> 0,000	0,2159	<0,05	Valid
EO4	0,613	> 0,000	0,2159	<0,05	Valid
EO5	0,742	> 0,000	0,2159	<0,05	Valid
Market Orientation (MO)					
MO1	0,791	> 0,000	0,2159	<0,05	Valid
MO2	0,814	> 0,000	0,2159	<0,05	Valid
MO3	0,790	> 0,000	0,2159	<0,05	Valid
Product Innovation (PI)					
PI1	0,788	> 0,000	0,2159	<0,05	Valid
PI2	0,795	> 0,000	0,2159	<0,05	Valid
PI3	0,881	> 0,000	0,2159	<0,05	Valid
Competitive Advantage (CA)					
CA1	0,858	> 0,000	0,2159	<0,05	Valid
CA2	0,710	> 0,000	0,2159	<0,05	Valid
CA3	0,885	> 0,000	0,2159	<0,05	Valid
CA4	0,874	> 0,000	0,2159	<0,05	Valid

Source : Data Analyzed, 2024

Based on table 1, it shows that all statements tested are valid. And it can be seen that the value of r count of all statement items of the entrepreneurial orientation variable is greater than r table or r count> r table (0.2159). Thus, all statement items in this research instrument are valid or valid.

Reliability Test

According to Anggraini et al., (2020) the reliability test indicates how far a measurement tool can be applied. This illustrates how consistent the data measurement results are when the same data is collected using the same measuring instrument two or more times. The instrument is considered reliable, if Cronbach Alpha> 0.7 or vice versa if Cronbach Alpha <0.7 it is considered unreliable accroding to Ghozali (2018). The following table shows the results of the reliability test.

Table 2
Reliability Test

Research Variable	Cronbach's Alpha	Critical Value	Explanation
Entrepreunerial Orientation (EO)	0,743	0,70	Reliable
Market Orientation (MO)	0,712	0,70	Reliable
Product Innovation (PI)	0,760	0,70	Reliable
Competitive Advantage (CA)	0,851	0,70	Reliable

Source : Data Analyzed, 2024

Based on table 2, it shows that all variables in this study are trustworthy, as evidenced by the Cronbach's Alpha value> 0.7, which means that the greater or higher the reliability value, the more reliable the measurement results and the questionnaire can be used in data collection.

Classic Assumption Test

Normality Test

According to Mardiatmoko (2020) the purpose of this test is to identify whether the residual value follows a normal distribution or not. Regularly distributed residual values characterize a good regression model. According to Purba et al., (2021), the data is normally distributed if the Kolmogorov-smirnov test results in an Asym. Sig (2-tailed) > 0.05. The following are the results of the normality test.

Table 3
Normality Test of Colmogorov-Smirnov

Smirnov-Kolmogorov One-Sample Test

		Non-standard Residual
N		83
Normal Parameters[a, b]	Mean	.0000000
	Std. Deviation	1.17343496
Most Extreme Differences	Absolute	.077
	Positive	.053
	Negative	-.077
Test Statistic		.077
Asymp. Sig. (2-tailed)		.200[c,d]

Source : Data Analyzed, 2024

Based on table 3 of the kolmogorov-smirnov test output, the Asymp. Sig value of 0.200. Based on this value, the data is normally distributed because based on decision making that the level of significance must be above 0.05 (0.200> 0.05).

Multicollinearity Test

By examining the Variance Inflation Factor (VIF) and Tolerance values, multicollinearity can be detected. It is said that there is no multicollinearity if the VIF value is <10 and Tolerance> 0.1 (Mardiatmoko, 2020). The outcomes of the multicollinearity test are as follows.

Table 4
Multicollinearity Test

Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	Entrepreunerial_Orientation	.354	2.824
	Market_Orientation	.585	1.711
	Product_Innovation	.376	2.661

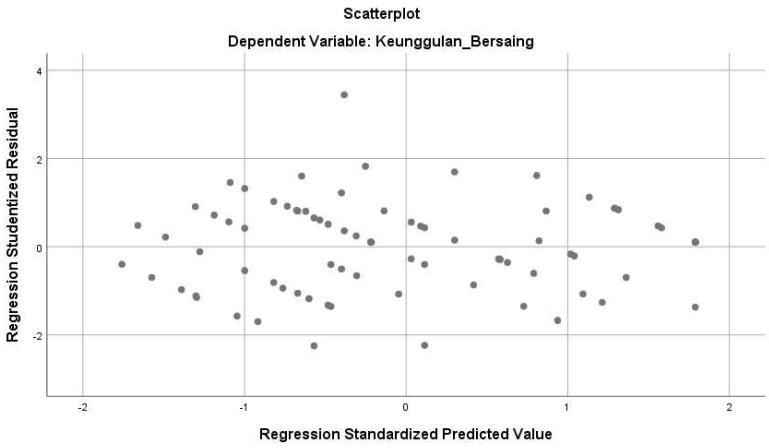
a. Dependent Variable: Competitive_Advantage

Source : Data Analyzed, 2024

It is evident from table 4 multicollinearity test results that the VIF value is < 10, which from The VIF value of entrepreneurial inclination in the table above is 2.824 < 10 ; VIF market orientation 1.711 < 10 ; and VIF product innovation 2.661 < 10. Meanwhile, it can be proven that the Tolerance value> 0.1 which from according to the preceding data, the entrepreneurial orientation's tolerance value is 0.354> 0.1; Tolerance market orientation 0.585> 0.1; and product innovation 0.376> 0.1. Therefore, it can be concluded that there are no symptoms of multicollinearity.

Heteroscedasticity Test

According to Purba et al., (2021), the scatter plot test is used to conduct this test. The basis for decision making if the scatter plot test results show given that the points disperse haphazardly and lack a pattern, the regression model is said to be heteroscedastic. These are the results of the test for heteroscedasticity.



Source : Data Analyzed, 2024

Figure 2
Heteroscedasticity Test Results with Scatterplot

Figure 2 findings demonstrate that the dots disperse both above and below the 0 on the Y axis, spreading haphazardly and without following any particular pattern. Therefore, it may be concluded that this regression model does not contain any heterokedastsitas symptoms.

Multiple Linear Regression Test

Multiple linear regression analysis is a statistical technique used to measure and analyze the association between one dependent variable and two or more independent variables

(Ghozali, 2016). The objective is to ascertain the extent to which the independent variable influences the dependent variable (Ghozali, 2016). Market orientation, innovation, and entrepreneurial orientation are examples of independent variables. The factor used for competitive advantage is part of the dependent factor.

Table 5
Multiple Linear Regression Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.044	1.234		.036	.972
	Entrepreunerial_Orientation	.457	.097	.477	4.692	.000
	Market_Orientation	.148	.101	.117	1.473	.145
	Product_Innovation	.411	.123	.330	3.346	.001

a. Dependent Variable: Competitive_Advantage
Source : Data Analyzed, 2024

Using the SPSS software, multiple linear regression computations in Table 5 produced the following outcomes :

$$Y=a+b1X1+b2X2+b3X3+e$$
$$Y=0,044+0,457X1+0,148X2+0,411X3$$

The equation can be explained as follows :

a = A constant of 0.044 indicates that competitive advantage (Y) will have a value of 0.044 if entrepreneurial orientation (X1), market orientation (X2), and product innovation (X3) are all constant. Furthermore, the competitive advantage (Y) equals 0.044 if the values of entrepreneurial orientation (X1), market perspective (X2), and innovation in products (X3) are all equal to zero.

b1 = With an X1 regression coefficient of 0.457, competitive advantage will rise by 0.457 for every unit increase in entrepreneurial inclination. On the other hand, competitive advantage will decrease by 0.457 for every unit of entrepreneurial orientation that declines.

b2 = With an X2 regression coefficient of 0.148, competitive advantage will rise by 0.148 for every unit increase in market orientation. On the other hand, competitive advantage will decrease by 0.148 for every unit of market orientation that is lost.

b3 = With an X3 regression coefficient of 0.411, competitive advantage will rise by 0.411 for every unit of product innovation. On the other hand, competitive advantage will decrease by 0.41 if product innovation declines by one unit.

T-Test (Partial)

Setiawati (2021) states that the t test was used to examine the theory regarding the impact of each independent variable independently on the variable. Hypothesis testing involves comparing the t value with the t table at 5% alpha (0.05).

Table 6
Partial Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	**Std. Error**	**Beta**		
1	(Constant)	.044	1.234		.036	.972
	Entrepreunerial_Orientation	.457	.097	.477	4.692	.000
	Market_Orientation	.148	.101	.117	1.473	.145
	Product_Innovation	.411	.123	.330	3.346	.001

a. Dependent Variable: Competitive_Advantage
Source : Data Analyzed, 2024

Based on the table 6, it can be explained as follows :

1. The relationship between competitive advantage (Y) and the entrepreneurial orientation variable (X1)
   H1 is acceptable since the entrepreneurial orientation indicator has a computed t value of 4.692 > t table (1.664) and a substantial value of 0.000 < 0.05. Thus, it may be said that competitive advantage (Y) is positively and significantly impacted by entrepreneurial orientation (X1).
2. The effect of interaction between competitive advantage (Y) and market orientation/perspective (X2)
   With a computed t value of 1.473 < t table (1.664) and a significant value of 0.145 > 0.05 for the market orientation variable, H2 is discarded. Thus, it may be said that competitive advantage (Y) is positively and negligibly impacted by market orientation (X2).
3. The relationship between competitive advantage (Y) and product innovation characteristics (X3)
   Using a calculated t value of 3.346 > t table (1.664) and a substantial worth of 0.001 < 0.05 for the product innovation variable, H3 is acceptable. Thus, it may be said that competitive advantage (Y) is positively and significantly impacted by product innovation (X3).

The product innovation variable has a significant value of 0.001 < 0.05 and a calculated t value of 3.346 > t table (1.664), meaning that H3 is accepted. So it can be concluded that product innovation (X3) has a positive and significant effect on competitive advantage (Y).

F-Test (Simultaneous)

The F-test is used to see how the independent variables together (simultaneously) affect the dependent variable (Ghozali, 2018). The independent variable has a significant effect on the dependent variable together (simultaneously), if the value of F Count > F Table and the significance value is smaller than 0.05 (Purba et al., 2021).

Table 7
Test Concurrently

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	277.162	3	92.387	64.641	.000[b]
	Residual	112.910	79	1.429		
	Total	390.072	82			

a. Dependent Variable: Competitive_Advantage
b. Predictors: (Constant), Product_Innovation, Market_Orientation, Entrepreunerial_Orientation
Source : Data Analyzed, 2024

Based on the table 7, results of the f-test calculation show the value of f count 64.641 > f table (2.72) and a significant value of 0.000 < 0.05. These results prove that simultaneously the variables of entrepreneurial orientation (X1), market orientation (X2), and product innovation (X3) have a significant effect on competitive advantage (Y), meaning that H4 is accepted.

Coefficient of Determination

According to Setiawati (2021) the coefficient of determination (R^2) can reveal information about the variance in the value of the dependent variable that can be explained by the regression model used; if R^2 is close to one (1), then this indicates a strong relationship.

Table 8
Coefficient of Determination

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.843[a]	.711	.700	1.196

a. Predictors: (Constant), Product_Innovation, Market_Orientation, Entrepreunerial_Orientation
b. Dependent Variable: Competitive_Advantage
Source : Data Analyzed, 2024

The results of the calculation of the value of R2 (Coefficient of Determination) show the value of R2 = 0.7. This means that 70% of variables related to entrepreneurial perspective, market perspective, and development in product (PI) affect competitive advantage, with other factors that have not been examined accounting for the remaining 30%.

CONCLUSION AND SUGGESTIONS

Considering the results and analysis of how innovative products, market perspective, and entrepreneurial orientation affect competitive advantage (case study of North Jakarta Aneka Kue UMKM), with entrepreneurial orientation as a parameter (X1), market orientation as variable (X2), product innovation as variable (X3), and competitive advantage as variable (Y), conclusions can be drawn. Firstly, competitive edge is positively and significantly impacted by entrepreneurial orientation ; the more entrepreneurially oriented a company is, the greater its competitive advantage. Second, competitive edge is positively and negligibly impacted by orientation ; meaning that the more market-oriented a company is, the less of an impact it has on competitive advantage.

Third, competitive edge is positively impacted by product innovation, meaning that the more innovative a product is, the greater the competitive advantage.

In addition, competitive advantage is simultaneously positively and significantly influenced by entrepreneurial orientation, market orientation, and product innovation. This shows that when entrepreneurial orientation/perpective (EO), market perspective, and innovation in products are well implemented and together can increase competitive advantage. The results of the determination test show that the Adjusted R Square value is 0.700 which leads to the conclusion that 70% of the competitive advantage variable is influenced by entrepreneurial orientation, market orientation, and product innovation with the remaining 30% influenced by other variables not in this study.

Based on the conclusions and limitations of the existing research, the researcher proposes several suggestions that can be taken into consideration for the parties involved or for further research. First, by not accepting the hypothesis that market orientation has a positive and insignificant effect on competitive advantage, this study suggests that Aneka Kue MSMEs should still pay attention to market orientation, but with a more effective approach. MSMEs should evaluate the implementation of current market orientation strategies, because although market orientation indicators have high values, their capacity to generate competitive advantage must to have examined.

Second, according to the hypothesis results, the market orientation variable is proven to have no significant effect on competitive advantage. Therefore, future research is recommended to explore market orientation indicators that are more relevant to MSMEs, in order to identify specific aspects of market orientation that may have more impact on competitive advantage.

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