



THE INFLUENCE OF MARKET ORIENTATION AND ENTREPRENEURIAL ORIENTATION ON COMPETITIVE ADVANTAGE WITH PRODUCT INNOVATION AS AN INTERVENING VARIABLE

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ABSTRACT

This research aims to analyze the extent of the influence of market orientation and entrepreneurial orientation in building competitive advantage with product innovation as an intervening variable at Gravitasi Teras Muria Café and Resto. The population in this study were all visitors who had come and made purchases at Gravitasi Teras Muria Café and Resto. The research results show that market orientation has no effect on competitive advantage, entrepreneurial orientation has no effect on competitive advantage, market orientation has a positive and significant effect on product innovation, entrepreneurial orientation has a positive and significant effect on product innovation, product innovation has a positive and significant effect on competitive advantage, orientation the market has a positive and significant effect on competitive advantage through product innovation as an intervening variable, and entrepreneurial orientation has a positive and significant effect on competitive advantage through product innovation as an intervening variable.

Keywords: competitive advantage; entrepreneurial orientation; market orientation; product innovation

INTRODUCTION

The pace of development of the industrial world in Indonesia is increasingly rapid. One industrial sector that has always been in demand since time immemorial and has never been abandoned by many people and is always growing is the food and beverage or culinary business. Indeed, food is a basic human need outside of clothing and shelter. Human needs for food must always be met in order to survive and cannot be replaced by anything. In 2022 the food and beverage industry will continue to increase. Even though Indonesia is facing the Covid-19 pandemic, the food and beverage industry is still growing and able to survive. The Central Statistics Agency (BPS) explained that the Gross Domestic Product (GDP) of the national food and beverage industry at Current Prices (ADHB) was IDR. 1.12 quadrillion in 2021 or the same as 38.05% of the non-oil and gas processing industry or 6.61% of national GDP which reached Rp. 16.97 quadrillion (databoks.katadata.co.id).

In today's fast-paced modern era, many people are unable to meet their food needs on time because of their busy schedules, apart from that, with changes in lifestyle, people prefer to eat food outside the home because it is considered faster and more practical. This indirectly opens up business opportunities for many people who set up businesses that provide food. One of the cities in Central Java which is a very strategic area for setting up a business because it has a fairly high market share, especially in the culinary sector, is Kudus City (ppid.kuduskab.go.id, 2022). This is proven by the many culinary businesses and their different types. Starting from restaurants, cafes, restaurants, even bistros. Cafés and restaurants are one of the culinary places chosen by people from middle to upper economic levels. The number of cafes and restaurants in Kudus City can be influenced by the high number of people in Kudus City. This is because

Kudus City has always been used as a destination for people to travel, study or do business.

The increasing proliferation of cafes and restaurants offering various types of processed food and drinks in Kudus City makes competition between these businesses increasingly fierce. As time goes by, people's tastes in places to eat and types of food have also changed. People are starting to want places to eat that are unique and have lots of Instagrammable photo spots and provide food that keeps up with the times. Facing a world market full of changes, companies must look at existing market opportunities and recognize a competitive strategy. Companies with advantages will be able to survive in the market, attract consumers and increase sales.

Product innovation can be used as a strategy to create competitive advantage, because customers will usually want innovative products according to their needs and desires (Ferreira et al., 2018 in Rifaldo & Wardi, 2021). Companies with high innovation capabilities will be more successful in responding to the environment and developing new capabilities that lead to competitive advantage and superior performance. Apart from innovation, another factor that can also influence competitive advantage is entrepreneurial orientation (Verbyani & Handoyo, 2021). Companies that have a high ability to innovate and the courage to take risks will gain competitive advantage and achieve superior performance. Entrepreneurial orientation can run with the support of a market or looking at the market orientation of the business to be run (Langsa & Langsa, 2022). Market orientation is a concept that emphasizes attention to the market in order to be able to present superior products (goods and services) to consumers (Alwi & Handayani, 2018). Market orientation in a company leads to increased sales and profit growth, market share, new product success, customer satisfaction, compared to other companies that do not care about the essence of market orientation.

Researchers feel interested in conducting research, considering that every company must have a competitive advantage in order to dominate in increasingly tight business competition and stagnation in business. The advantages possessed by Gravity Teras Muria have not been able to make it superior to its competitors, thus causing the profits obtained by Gravitation Teras Muria to decrease. Muria Terrace Gravity must be able to identify what consumers want and take advantage of all the opportunities created. From the background information, the aim of the research is to analyze the extent of the influence of market orientation and entrepreneurial orientation in building competitive advantage with product innovation as an intervening variable in Gravitasi Teras Muria Café and Resto.

LITERATURE REVIEW

Market Orientation

Current competitive conditions give consumers higher preferences in the freedom to choose what products and services they want. So it is important for companies to understand this. Bunyamin (2021) explains that the company's ability to understand consumers' wants and needs and be able to provide the desired products or services and what consumers need is known as market orientation. Market orientation is a business culture where the company is committed to continuing to be creative in creating superior value for customers.

Market orientation is important for companies as business competition becomes increasingly tight and customer needs are dynamic, so companies must consciously always be close to the market (Dalimunthe, 2017). This is in line with increasing business competition and changing consumer needs. Meanwhile, business people must be able to understand what market opportunities and consumer needs are.

A market-oriented company is a company that is able to build and better understand what customers need to produce customer value and formulate market strategies using knowledge about competitors' strengths and weaknesses (Tulung & Angmalisang, 2022). To become a market-oriented company, it requires support from the entire workforce. Companies must continue to monitor the rapidly changing desires and needs of consumers and understand how these changes impact the company, increase the speed of product innovation and implement strategies that can build the company's competitive advantage (Putri & Sari, 2022).

Entrepreneurial Orientation

A dynamic business environment requires companies to have an entrepreneurial orientation to be able to successfully compete with other companies. Entrepreneurial orientation is a process, practice and activity aimed at encouraging the development of an entrepreneurial attitude (Putriasih & Giantari, 2021). Entrepreneurship is often defined as the identification and execution of opportunities. Key aspects that characterize entrepreneurial orientation include the tendency to act independently, the willingness to innovate and dare to take risks, the tendency to be aggressive towards competitors, and being relatively proactive towards market opportunities, seeking new opportunities in innovative ways, taking risks and proactively connecting closely with the concept of entrepreneurial orientation (Djayadiningrat et al, 2017).

Entrepreneurial orientation is interpreted as a way of seeing how company management can find and exploit existing opportunities (Dewantoro & Elitan, 2022). Entrepreneurial orientation is an important concept when leaders formulate strategies with the hope that company stakeholders will do something new by exploiting space that competitors cannot exploit. Porter defines entrepreneurial orientation as a company's profit strategy to be able to compete effectively in the same market. A company with a good entrepreneurial orientation will be able to reach its target market and be in a market position that is superior to its competitors. Entrepreneurial orientation puts them ahead of competitors, gaining competitive advantage and providing results in the form of financial growth (Rifaldo & Wardi, 2021).

Competitive Advantage

Industries compete with each other to get consumer attention by creating superior value for the products offered to consumers to win the competition. Intense competition causes an industry to try to win the competition by implementing appropriate competitive strategies to be able to implement and achieve the expected goals. An industry can be said to be successful if the products offered meet consumer expectations. Therefore, every industry must understand what consumers want now and in the future. Thus, the success or failure of an industry really depends on the competitive advantages the industry has. Competitive advantage is the heart of a company's performance to face competition. Competitive advantage can be understood as a form of superiority of a company in utilizing resources in creating products or services and marketing them to its target market better than its competitors (Firmansyah, 2019).

Competitive advantage is defined as a benefit strategy from companies that collaborate to create a more effective competitive advantage. This strategy must be designed to create continuous competitive advantage so that the company can dominate both old and new markets. Competitive advantage basically grows from the values or benefits created by the company for its customers (Firmansyah, 2019). Customers generally prefer to buy products that have more value than they want or expect. However, this value will also be compared with the price offered. Product purchases will occur if customers consider the product price to be in accordance with the value it offers (Kurniawan, 2019).

Product Innovation

Changes in the business environment require companies to innovate, generate new ideas, and create innovative products. Product innovation is defined as the development process and/or result of using knowledge, skills and experience to create or improve a product (Sudarmanto et al., 2022). Product innovation is closely related to product launch. One form of product innovation is the existence of new products. New products include original products, improved products, modified products and new brands developed through research and development efforts (Haryono & Marniyati, 2018). In an increasingly dynamic and developing business environment, companies need to improve their services and add value to their products through various business activities and innovation. Companies really need to understand what consumers need for a product that will be produced. Consumers tend to prefer companies that produce products with attractive and innovative features (Hasnatika & Nurnida, 2018). Rasyid and Indah (2018) stated that product innovation can reduce consumer boredom with product choices that are less diverse or lack certain uniqueness, so that it can influence consumer purchasing decisions. Companies that always try to design their products according to customer demand will be able to survive competition because their products are still liked by customers.

Previous Research

Research (Verbyani & Handoyo, 2021) The results of this research show that innovation, entrepreneurial orientation and market orientation have a positive and significant influence on competitive advantage. Autoridad Nacional del (Servicio Civil, 2021) The research results prove that partial market orientation does not have a significant effect on competitive advantage. Market innovation partially has a significant effect on competitive advantage. Market orientation and market innovation simultaneously have a significant effect on competitive advantage. This proves that market control by each business actor with a combination of innovations will have an impact on increasing competitive advantage.

Lestari et al., (2019) The results of this research show that the innovation variable has a significant influence on competitiveness and entrepreneurial orientation has a significant influence on competitiveness. Research results (Rifaldo & Wardi, 2021) The results of this research are that market orientation has a positive and significant effect on competitive advantage. Entrepreneurial orientation has a positive and significant effect on competitive advantage. Market orientation has a positive and significant effect on product innovation. Entrepreneurial orientation has a positive and significant effect on product innovation. Product innovation has a positive and significant effect on competitive advantage. Market orientation has a positive and significant effect on competitive advantage through product innovation as a mediating variable. Entrepreneurial orientation has a positive and significant effect on competitive advantage through product innovation as a mediating variable.

Na'imah, (2021) The results of this research show that entrepreneurial orientation has a positive and significant effect on competitive advantage. Market orientation has a positive and significant effect on competitive advantage. Entrepreneurial orientation has a positive and significant effect on product innovation. Market orientation has a positive and significant effect on product innovation. Product innovation has a positive and significant effect on competitive advantage. Entrepreneurial orientation has a positive but not significant effect on competitive advantage with product innovation as a mediating variable. Market orientation has a positive and significant effect on competitive advantage with product innovation as a mediating variable.

Sukmamedian, (2021) Research results show that there is a positive and significant influence between entrepreneurial orientation, innovation, and competitive advantage on performance. Entrepreneurial orientation has a positive influence on innovation and competitive advantage. Innovation influences competitive advantage. The research results also show that innovation and competitive advantage can mediate the influence of entrepreneurial orientation on performance. Setiawan et al., (2020) Research results show that entrepreneurial orientation has a significant effect on competitive advantage. Entrepreneurial orientation has a significant effect on product innovation. Entrepreneurial orientation has a significant effect on market orientation. Product innovation and market orientation significant effect on competitive advantage. Product Innovation mediates the influence of entrepreneurial orientation on competitive advantage with partial mediating characteristics. Market orientation mediates the influence of entrepreneurial orientation on competitive advantage with partial mediation characteristics.

Program et al., (2021) The results of this research are that entrepreneurship insight and market orientation have a positive and significant influence on innovation. Entrepreneurship insight and innovation have a positive and significant influence on competitive advantage. Market orientation has a positive but not significant effect on competitive advantage. This research also confirms that innovation can mediate the relationship between entrepreneurship insight and market orientation on competitive advantage.

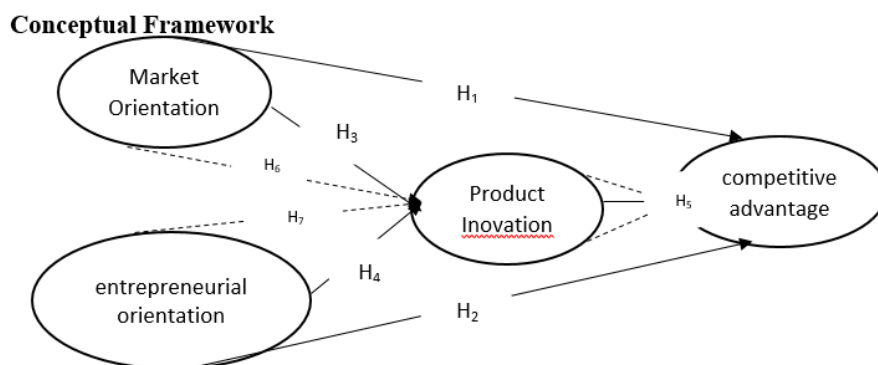


Figure 1. Conceptual Framework

Hypothesis:

- H1: It is suspected that market orientation influences the competitive advantage of Gravitasi Teras Muria Café and Resto
- H2: It is suspected that entrepreneurial orientation influences competitive advantage at Gravitasi Teras Muria Café and Resto
- H3: It is suspected that market orientation influences product innovation at Gravitasi Teras Muria Café and Resto
- H4: It is suspected that entrepreneurial orientation influences product innovation at Gravitasi Teras Muria Café and Resto
- H5: It is suspected that product innovation influences the competitive advantage of Gravitasi Teras Muria Café and Resto
- H6: It is suspected that market orientation influences competitive advantage through product innovation at Gravitasi Teras Muria Café and Resto
- H7: It is suspected that entrepreneurial orientation influences competitive advantage through product innovation at Gravitasi Teras Muria Café and Resto.

METHOD

The type of research carried out in this research is associative research with a quantitative approach. Associative research is research that aims to determine the relationship between two or more variables (Sugiyono, 2013:11). This research will explain the relationship between influencing and being influenced by the variables studied. This research links the influence of market orientation and entrepreneurial orientation on competitive advantage with product innovation as an intervening variable. Associative research uses quantitative or statistical analysis techniques. According to Sugiyono (2013: 8), quantitative research methods can be interpreted as research methods that are based on the philosophy of positivism, used to research certain populations or samples. Quantitative research is systematic scientific research into parts and phenomena and their relationships. It is said to use a quantitative approach because the data used to analyze the relationship between variables is expressed in numbers.

The population in the study is the area that the researcher wants to study. As according to Sugiyono (2013:80) Population is a generalized area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions. The population in this study were all visitors who had come and made purchases at Gravitasi Teras Muria Café and Resto. The population in this study is unknown, so to calculate the minimum sample size required, use the Hair formula for an unknown population. Determining the number of samples in this research refers to the statement (Hair, 2017: 100) that the number of samples taken depends on the number of indicators multiplied by 5-10. This research uses 32 indicators so that the sample for this research is a minimum of $32 \times 5 = 160$ respondents.

RESULTS AND DISCUSSION

Convergent Validity Test

Convergent validity aims to determine the validity of each relationship between indicators and their constructs or variables. Convergent validity is determined using the loading factor value. A measurement can be categorized as having good convergent validity if the outer loading value is > 0.7 . The following are the results of the outer model measurements shown in Figure 2 below:

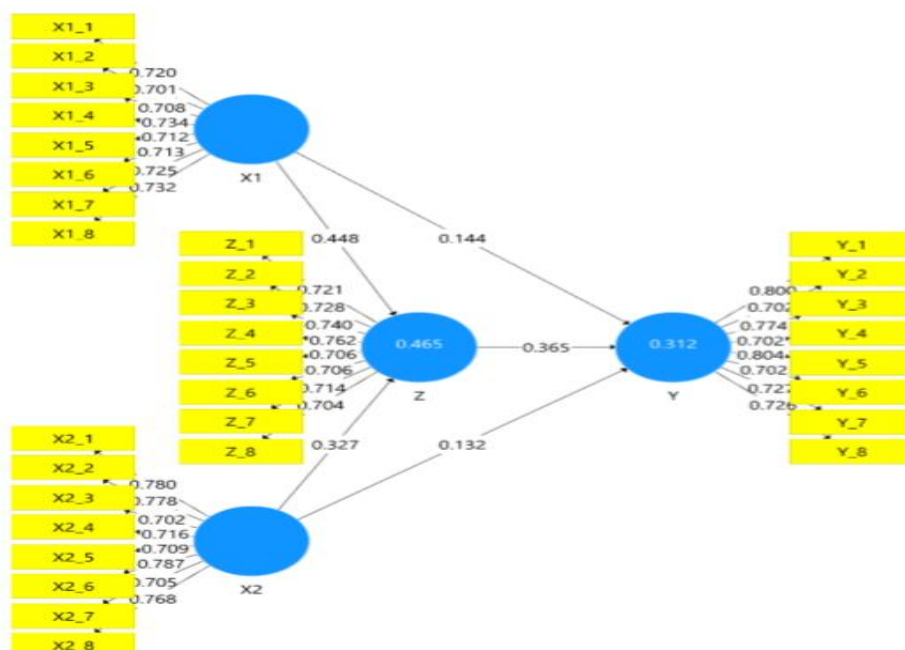
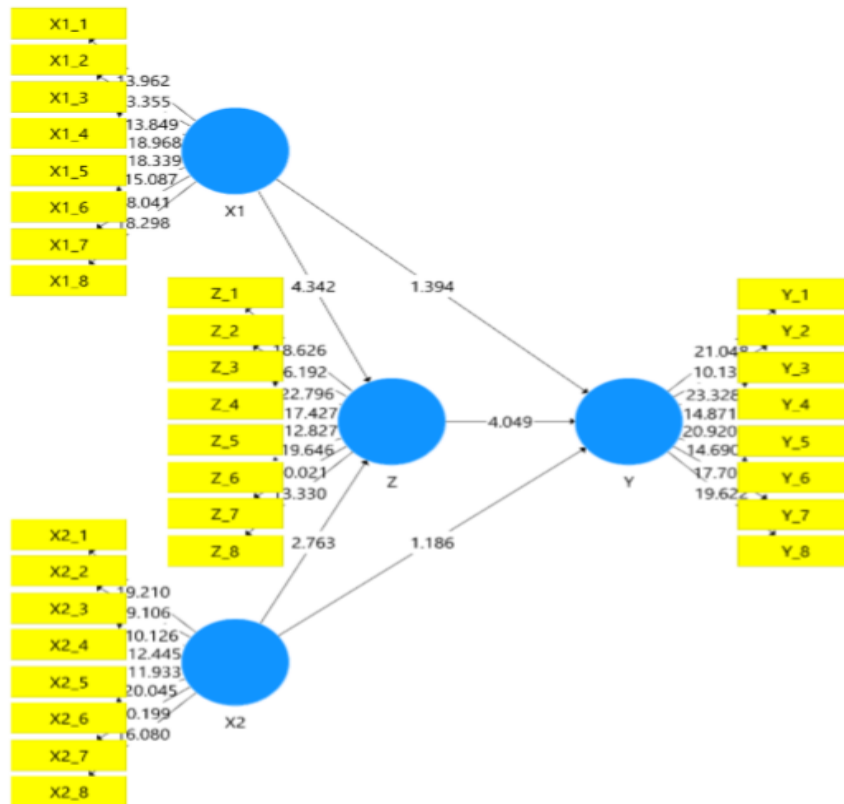


Figure 2 shows that in testing the factor loading of the construct there are no problems or have met the requirements for convergent validity.

Hypothesis testing

To assess the significance of the influence of standard variables and find out whether the hypothesis can be accepted or rejected, this research was carried out using a bootstrapping procedure. According to Imam Ghozali (2015:81) the significance values used (two-tailed) t-values are 1.65 (significance level 10%), 1.96 (significance level 5%) and 2.58 (significance level 1%). The following are the results of hypothesis testing which are explained in Figure 3.



Framework 3. Inner Model Display

The first hypothesis tests whether market orientation influences competitive advantage. The test results show that the calculated t value < t table is $1.394 < 1.96$ with a significance value of $0.164 > 0.05$ and the original sample coefficient value of market orientation on competitive advantage is 0.144. This shows that market orientation does not have a significant effect on competitive advantage.

The second hypothesis tests whether entrepreneurial orientation influences competitive advantage. The test results show that the calculated t value < t table is $1.186 < 1.96$ with a significance value of $0.236 > 0.05$ and the original sample coefficient value of entrepreneurial orientation on competitive advantage is 0.132. This shows that entrepreneurial orientation does not have a significant effect on competitive advantage.

The third hypothesis tests whether market orientation influences product innovation. The test results show that the calculated t value > t table is $4.342 > 1.96$ with a significance value of $0.000 < 0.05$ and the original sample coefficient value for market orientation towards product innovation is 0.448. This proves that there is a strong and significant positive influence between

market orientation and product innovation.

The fourth hypothesis tests whether entrepreneurial orientation influences product innovation. The test results show that the calculated t value > t table is $2.763 > 1.96$ with a significance value of $0.006 < 0.05$ and the original sample coefficient value of entrepreneurial orientation towards product innovation is 0.327. This proves that there is a strong and significant positive influence between entrepreneurial orientation and product innovation.

The fifth hypothesis tests whether product innovation has an effect on competitive advantage. The test results show that the calculated t value > t table is $4.049 > 1.96$ with a significance value of $0.000 < 0.05$ and the coefficient value of original product innovation on competitive advantage is 0.365. This proves that there is a strong and significant positive influence between product innovation and competitive advantage.

The sixth hypothesis tests whether market orientation influences competitive advantage through product innovation. The test results show that the calculated t value > t table is $2.617 > 1.96$ with a significance value of $0.009 < 0.05$ and the original sample coefficient value of market orientation on competitive advantage through product innovation is 0.163. This proves that there is a strong and significant positive influence between market orientation on competitive advantage through product innovation as an intervening variable.

The seventh hypothesis tests whether entrepreneurial orientation influences competitive advantage through product innovation. The test results show that the calculated t value > t table is $3.008 > 1.96$ with a significance value of $0.003 < 0.05$ and the original sample coefficient value of entrepreneurial orientation towards competitive advantage through product innovation is 0.119. This proves that there is a strong and significant positive influence between entrepreneurial orientation on competitive advantage through product innovation as an intervening variable.

From the test results, the market orientation variable has no significant effect on competitive advantage. These findings mean that market orientation is not enough to influence the competitive advantage of Muria Teras Gravity. These findings indicate that Gravitasi Teras Muria's market orientation in influencing customers has not been seen optimally, thus affecting its competitive advantage.

The results of this research are in line with the results of research (Program et al., 2021) which states that market orientation has a positive but not significant effect on competitive advantage. The results of this research confirm the research results put forward by (Autoridad Nacional del Servicio Civil, 2021) that market orientation does not significantly influence competitive advantage. The results of this research are not in line with research by (Verbyani & Handoyo, 2021) and (Tulung & Angmalisang, 2022) which show that market orientation has a significant positive effect on competitive advantage.

From the test results, the entrepreneurial orientation variable does not have a significant effect on competitive advantage. These findings mean that entrepreneurial orientation is not enough to influence competitive advantage at Gravitasi Teras Muria. These findings indicate that Gravitasi Teras Muria's entrepreneurial orientation in influencing customers has not been seen optimally, thus affecting its competitive advantage.

The results of this research confirm the research results stated by (Kempa & Setiawan, 2019) that entrepreneurial orientation does not significantly influence competitive advantage. The results of this research are not in line with research (Lestari et al., 2019) and (Sukmamedian, 2021) which show that entrepreneurial orientation has a significant positive effect on competitive advantage.

Based on the results of the analysis, the market orientation variable has a positive effect with a strong and significant correlation level on product innovation. Because from the calculation results, the path coefficient value is 0.448 with a calculated t of 4.342. This value is greater than the t table value (1.96). These results mean that there is a significant and positive influence between market orientation and product innovation. So it can be concluded that if market orientation is better and higher, it will have a significant impact on the high level of product innovation. If consumers feel that the level of implementation of market orientation is getting higher, then this will be in line with a significant increase in product innovation. This finding is also strengthened by research conducted by (Rifaldo & Wardi, 2021).

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Based on the results of the analysis, product innovation variables have a positive effect with a strong and significant correlation level on competitive advantage at Gravitasi Teras Muria. Because from the calculation results, the path coefficient value is 0.365 with a calculated t of 4.049. This value is greater than the t table value (1.96). This result means that there is a significant and positive influence between product innovation and competitive advantage. So it can be concluded that if product innovation gets better and higher, it will have a significant impact on the high level of competitive advantage. If consumers feel that the level of product innovation is getting higher, then this will significantly increase the level of competitive advantage possessed by Gravitasi Teras Muria. This finding is also strengthened by research conducted by (Na'imah, 2021) which explains that innovation will have a better impact in increasing the company's competitive advantage, the company will have a high competitive advantage if it is able to create innovation in the company environment.

Market orientation has a positive effect with a strong and significant correlation to competitive advantage through product innovation. These results are supported by the calculated t test result of 2.617 which is greater than 1.96 with a path coefficient of 0.163, which means the parameter is significant. This is a model of the indirect influence of market orientation variables on competitive advantage through product innovation. The coefficient of direct influence of market orientation on product innovation is 0.448. Meanwhile, the direct influence of product innovation on competitive advantage is 0.365. This shows that the product innovation variable is able to increase the influence of market orientation on competitive advantage and has a positive mediating effect. This finding is also strengthened by research conducted by (Rifaldo & Wardi, 2021) and (Na'imah, 2021).

Entrepreneurial orientation has a positive effect with a strong and significant correlation level on competitive advantage through product innovation. This result is supported by the calculated t test result of 3.008 which is greater than 1.96 with a path coefficient of 0.119, which means the parameter is significant. The coefficient of direct influence of entrepreneurial orientation on product innovation is 0.327. Meanwhile, the direct effect of product innovation on competitive advantage is 0.365. This shows that the product innovation variable is able to increase the influence of entrepreneurial orientation on competitive advantage and has a positive mediating effect. This finding is also strengthened by research conducted by (Rifaldo & Wardi, 2021) and (Setiawan et al., 2020).

CONCLUSION

Market orientation has no effect on competitive advantage. Entrepreneurial orientation has no effect on competitive advantage. Market orientation has a positive effect with a strong and significant correlation to product innovation. Entrepreneurial orientation has a positive effect with a strong correlation level and significant to product innovation. Product innovation has a positive effect with a strong and significant correlation to competitive advantage. Market orientation has a positive effect with a strong and significant correlation level on competitive advantage through product innovation as an intervening variable. Entrepreneurial orientation has a positive effect with a strong and significant correlation on competitive advantage through product innovation as an intervening variable.

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