

INCREASING ENTREPRENEURIAL COMPETITIVENESS THROUGH ENTREPRENEURIAL ORIENTATION

MEYLANI TUTI ¹, RIZAL SYARIEF ², ELISA ANGGRAENI ³ and NURUL TAUFUQU
ROCHMAN ⁴

¹School of Business, IPB University, Bogor, Indonesia, Asa Indonesia University, Jakarta, Indonesia.

^{2,3,4} School of Business, IPB University, Bogor, Indonesia.

Abstract

Having an entrepreneurial orientation can help your business compete more successfully in the same market. Entrepreneurs need to be competitive if they want to win the competition. Three facets of entrepreneurship—proactive, innovative, and risk-taking attitudes—are employed in the study. This study set out to examine how the entrepreneurial approach affects competitiveness. 127 individuals in the community who run food and beverage businesses make up the population of this research. Using a quantitative description is the technique. SEM is used in the analytical process with the aid of clever PLS software. According to the findings, being proactive and innovative have little bearing on competitiveness. However, a risk-takers mindset affects competitiveness.

Keywords: Entrepreneurial Orientation, Proactive, Innovative, Risk-Taker, Competitive, Entrepreneur.

1. INTRODUCTION

Micro, small, and medium-sized enterprises (MSMEs) are projected to strengthen their ability to do business through increasing creativity and innovation as a result of efforts to increase competitiveness. Productivity at the level of MSME is highly dependent on the ability to collaborate with businesses large or fellow SMEs, the creation of excellence competitive, the right management, the right technology use, continuous innovation, paying attention to the quality, value, and uniqueness of the product as well as how the efficiency of the product is affected by these factors. Competitiveness is closely related to productivity which determines the success of the increase in the standard of living of business actors.

The competitive advantages of commercial organizations are fading and increasingly harder to preserve in a world where everything is unpredictable and there is more competition. Considering this circumstance, a plan is required to preserve a long-lasting competitive advantage. Through technology advancements and dynamic resource management abilities, one effort is possible. Long-term commercial success requires a company to have the correct strategy, which includes matching its resources to the market it wishes to target without ignoring its environmental factors. Additionally, businesses must be able to offer value to customers and other relevant parties (stakeholders). MSMEs in Indonesia find it challenging to grow in the market due to several internal issues, including poor human resource quality, a lack of trained workers, a lack of an entrepreneurial mindset, poor technological and managerial proficiency, and a lack of information. A company's strategic stance toward engaging in entrepreneurial tasks and behaviors is known as its entrepreneurial orientation (Lumpkin et al., 2011). Entrepreneurial orientation is thought to be a key indicator of organizational learning

and creativity (Kollmann, 2012). Considering that it embodies the company's belief that environmental factors have an impact on how well a business performs, entrepreneurial orientation is a crucial strategic resource. Therefore, a company with an entrepreneurial attitude can adapt to environmental disturbances by seeking out new opportunities and providing innovative solutions that set the company apart from its rivals in the market (Al-Hakimi & Borade, 2020). According to the notion of the resource-based view (RBV), entrepreneurial orientation is just potentially valuable; it is a required but insufficient condition for delivering value (Barney, 1991).

Businesses that practice an entrepreneurial attitude will be able to innovate so that they can produce items that are more distinctive or appealing than those of their rivals, which can boost their competitiveness in the market. Owners of businesses will also be willing to take chances and make decisions that may have unfavorable outcomes but may yet be worth taking. Companies must take the necessary strategic activities to profit from an entrepreneurial attitude in acquiring competitive advantage and achieving the desired performance (Lisboa et al., 2011). The method by which a business employs resources, particularly the method for integrating, rearranging, and acquiring resources to correspond with and produce market changes. Three factors, namely proactive, innovative, and risk-taker are used in this study to assess the feature of entrepreneurial orientation as mentioned by Rauch et al (2009). Being proactive entails having the power to decide and act. While innovative refers to something that updates or introduces something new (new creation). An entrepreneur needs to be proactive and creative to be competitive. In addition to the previous two qualities, taking risks is a crucial mindset that not everyone possesses; only a businessman with sincere objectives can demonstrate it. When someone chooses among several uncertain options, they are said to be taking a risk. As a result of these uncertain choices, there is always the chance that they will make a mistake. This study, it aims to determine the effect of entrepreneurial orientation observed through pro-active, innovative, and risk-taker aspects on competitiveness.

2. LITERATURE REVIEW

2.1. Entrepreneurial Orientation

Lumpkin and Dess (1996) defined Entrepreneurial Orientation as a company's capacity to identify and seize every chance to obtain access to new markets by using techniques, procedures, and decision-making processes that are creative, proactive, and take risks to support management. A company needs to have an entrepreneurial attitude to be able to take advantage of market opportunities and accomplish its goals (Wiklund & Shepherd, 2003). Strategic entrepreneurial posture, also known as entrepreneurial orientation, is differentiated by a propensity to proactively assess and exploit new business possibilities (Rubin & Callaghan, 2019). "The practice of generating strategies that firms employ to find and launch enterprise projects" is what the term "enterprise orientation" refers to Dess and Lumpkin (2005) Innovation, taking risks, and proactive behavior are the three main components of entrepreneurial orientation that have been repeatedly used in the literature. The majority of study emphasizes the performance drivers and results of entrepreneurial attitude at the firm

level. Bii dan Onyango (2018) argue because the entrepreneurial approach is context-specific, it might have a different impact on business performance depending on the industry. It is crucial to research this variable because it can assist businesses to maintain a competitive edge in a dynamic business climate that supports strong MSME performance. The pursuit of customer involvement, participation, debate, and the creation and distribution of brand-related material are all key contributors to entrepreneurial orientation's influence on aspects of firm performance (Gambetti & Graffigna, 2010). However, Lumpkin and Dess (1996) assert that performance is a multidimensional notion and that the indicators used to measure performance determine the relationship between EO and performance. Three characteristics of entrepreneurial orientation include proactiveness, innovation, and risk-taking (Rauch et al., 2009). The four components of entrepreneurial orientation are: Need for Achievement (need to do something); Internal Locus of Control; Number of Partners and Self-Reliance; Number of Colleagues and Independence; and Networking Activities and Extroversion (Don Y. & Erick W., 2001). An important factor in enhancing business success is entrepreneurial orientation, which is now accepted as a definition of business performance. The entrepreneurial spirit of an entrepreneur is influenced by a variety of things.

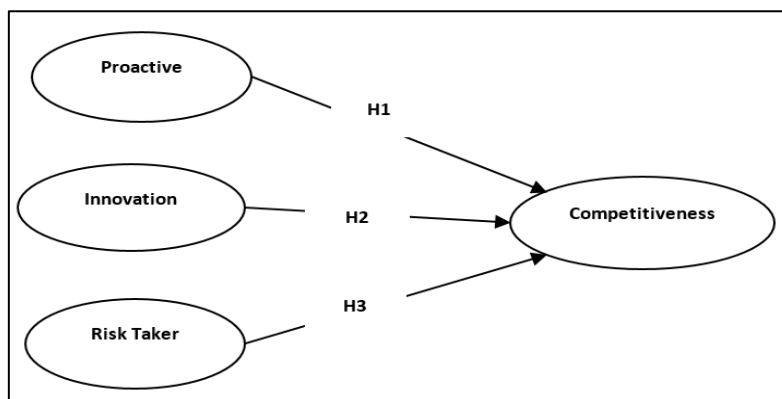
2.2. Competitiveness

The capacity to increase or sustain market share is a sign of competition (van Duren et al., 1991). Being competitive is being able to offer customers the goods and services they want at the time, location, and format they choose for the same or a lower price than other suppliers while still having the possibility to recoup the resources utilized (Freebairn, 1987). According to a different viewpoint, the ability to compete and succeed in doing so can be used to describe competitiveness. The ability to sell goods that satisfy demands and requirements (price, quality, and quantity) while, at the same time, ensuring long-term profits that enable businesses to survive is competitiveness (Latruffe, 2010). In line with the aforementioned viewpoint, competitiveness is defined as the capacity to offer services and goods at the location, time, and in the form that customers desire at the same or better price than other suppliers while recovering the costs of resources expended. Additionally, competitiveness is the capacity to endure and advance under pressure (Jankowska & Hammar, 2013).

According to Guerrero-Martin et al. (2014), firm-level competitiveness is a construct that is studied by economic studies, business, and management. It is a synonym for business performance in strategic management and uses the firm as the unit of analysis. This connection is explained in the definition of a company's competitiveness, which states that it must be able to continuously satisfy client demand while still making a profit. This skill is attained by putting products and services on the market that consumers value more highly than those provided by rival businesses. This connection is explained in the definition of a company's competitiveness, which states that it must be able to continuously satisfy client demand while still making a profit. This skill is attained by putting products and services on the market that consumers value more highly than those provided by rival businesses. Competitiveness-Related Dimensions can be innovation (the introduction of new elements in the form of new information, organization, and management or processes that show discontinuity with the past); performance (the ability

to achieve the required product output); quality (product suitability with consumer needs); productivity (the ability to produce production output); and image (understanding the impression that arises from understanding a reality) (Vilanova et al., 2009). The proposed conceptual model of the study is provided in Fig. 1.

Figure 1: Conceptual Model



2.3. Hypotheses Formulation

H₁: Proactive has a significant influence on competitiveness

H₂: Innovation has a significant influence on competitiveness

H₃: Risk-Taker has a significant influence on competitiveness

3. RESEARCH METHODS

This research is quantitative. Quantitative research entails theory, design, hypothesis testing, subject selection, and data collection and analysis before conclusion making. The population of this study consists of 127 members of the online communities PPJI, APKULINDO, IKABoga, ICA, Jakpreneur, and Gobest who run food and beverage businesses. Accidental sampling is used in the sampling method. The study was carried out in September–October 2022. With the use of smart pls 3, the analysis technique employs a structural equation model (SEM). The validity and reliability tests are run as part of the smart pls model validation process. Convergent and discriminant validity tests are the two different types of validity testing. Examining the correlation between variables is necessary to determine validity, including Discriminant Validity and Average Variance Extracted (AVE) with an anticipated AVE value of > 0.5. Calculating the value of composite reliability can be used to assess the dependability of a construct with reflexive indications.

Three characteristics of entrepreneurial orientation include proactiveness, innovation, and risk-taking (Rauch et al., 2009). The respondents responded on a five-point Likert scale, with one indicating strong disagreement and five indicating strong agreement. Competitiveness Dimensions can be innovation, performance, quality, productivity, and image (Vilanova et al., 2009). The respondents gave their opinions on a Likert scale of one to five, with five being strong agreement and one representing significant disagreement.

4. RESULTS AND DISCUSSION

Demographic Data

Table 1: interview demographic data

| Characteristics | Amount | Percentage (%) |
|--|------------|----------------|
| Gender | | |
| Male | 48 | 37,80 |
| Female | 79 | 62,20 |
| Total | 127 | 100 |
| Do You Already Have A Business License? | | |
| Yes | 103 | 81,10 |
| No | 24 | 18,90 |
| Total | 127 | 100 |
| Number Of Employees Owned | | |
| No One | 11 | 8,66 |
| < 20 | 109 | 85,83 |
| > 20 | 7 | 5,51 |
| Total | 127 | 100 |
| Have A Halal Certificate | | |
| Yes | 41 | 32,28 |
| No | 86 | 67,72 |
| Total | 127 | 100 |
| Monthly Income | | |
| < 20 Million | 83 | 65,35 |
| 21 - 30 Million | 19 | 14,96 |
| 31 - 40 Million | 11 | 8,66 |
| > 41 Million | 14 | 11,02 |
| Total | 127 | 100 |
| Age | | |
| < 25 Years | 18 | 14,17 |
| 26 - 35 Years | 39 | 30,71 |
| 36 - 50 Years | 56 | 44,09 |
| > 50 Years | 14 | 11,02 |
| Total | 127 | 100 |
| Residence | | |
| Bekasi | 25 | 19,69 |
| Jakarta | 52 | 40,94 |
| Bandung | 25 | 19,69 |
| Karawang | 9 | 7,09 |
| Tangsel | 6 | 4,72 |
| Cikarang | 6 | 4,72 |
| Serang | 4 | 3,15 |
| Total | 127 | 100 |

Source: Authors, 2022

According to the preceding description of the respondents, women made up 62.2% of the total respondents. According to whether the business is already operating with permission, the majority claim they do. Less than 20 individuals are employed by most business owners. With

67.72% of responders, the bulk of them lacks a halal certificate. Among those with monthly income, 65.35 percent have less than \$20 million. Entrepreneurs make up the bulk of respondents, with a median age of 36–50 years and a plurality of respondents hailing from Jakarta (40.94%).

5. RESULT & DISCUSSION

5.1. Reliability & validity

For the three variables under consideration, exploratory factor analysis was done to verify the validity and reliability of the measures utilized in the Indian context. According to Table 2, all items on each scale had factor loadings greater than 0.50 and there was no cross-loading on any other factors. All of the study's variables had Cronbach's alpha values of more than 0.7, confirming the scale's dependability. To determine the internal consistency of the scales, the extracted mean-variance (AVE) and composite reliability (CR) of all variables were also determined.

Table 2: Measurement Model: item loading, construct loading, composite reliability (CR), and convergent validity (AVE)

| Variable | Item | Loading Factor | Cronbach's Alpha | Construct Reliability | Average Variance Extracted |
|-----------------|--------|----------------|------------------|-----------------------|----------------------------|
| Proactive | PROA1 | 0,870 | 0,839 | 0,891 | 0,672 |
| | PROA2 | 0,812 | | | |
| | PROA3 | 0,839 | | | |
| | PROA4 | 0,753 | | | |
| Innovative | INNO2 | 0,825 | 0,782 | 0,859 | 0,605 |
| | INNO3 | 0,822 | | | |
| | INNO4 | 0,755 | | | |
| | INNO5 | 0,701 | | | |
| Risk Taker | RISK2 | 0,819 | 0,848 | 0,897 | 0,685 |
| | RISK3 | 0,844 | | | |
| | RISK4 | 0,806 | | | |
| | RISK5 | 0,841 | | | |
| Competitiveness | COMP2 | 0,829 | 0,898 | 0,921 | 0,662 |
| | COMP4 | 0,869 | | | |
| | COMP5 | 0,798 | | | |
| | COMP6 | 0,706 | | | |
| | COMP9 | 0,851 | | | |
| | COMP10 | 0,821 | | | |

Source: Authors, 2022

5.2. Discriminant Validity

The convergent validity of the scale is demonstrated by composite reliability and AVE values that are greater than 0.7 and 0.5, respectively (Hair, 2010; Steenkamp & Trijp, 1991). Discriminant validity was also established because the square root of the AVE of each

component is more significant than any correlation (Fornell, C., & Larcker, 1981). Displayed in Table 3 is discriminant validity.

Table 3: Discriminant Validity

| | Competitiveness | Innovative | Proactive | Risk Taker |
|------------------------|------------------------|-------------------|------------------|-------------------|
| Competitiveness | 0,814 | | | |
| Innovative | 0,275 | 0,778 | | |
| Proactive | 0,255 | 0,695 | 0,820 | |
| Risk Taker | 0,306 | 0,425 | 0,522 | 0,828 |

Source: Authors, 2022

5.3. Model Fit

Table 4: Model Fit

| | Saturated Model | Estimated Model |
|-------------|------------------------|------------------------|
| SRMR | 0,090 | 0,090 |

Source: Authors, 2022

The results of a PLS-SEM or PLS-SEM model estimation (i.e., the results report) and the values of these criteria with a specific threshold (e.g., SRMR 0.08) for the approximate fit indices SRMR. In a more conservative form, a value of 0.08 is regarded as a good fit (Hu et al., 2009). The SRMR is a goodness of fit metric for PLS-SEM that Henseler et al. (2014) introduce to prevent model misspecification.

5.4. Hypothesis

Table 5: Mean, STDEV, T-Values, P-Values

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values | Result |
|-------------------------------|----------------------------|------------------------|-----------------------------------|---------------------------------|-----------------|---------------|
| Innovative -> Competitiveness | 0,162 | 0,175 | 0,118 | 1,370 | 0,171 | Rejected |
| Proactive -> Competitiveness | 0,026 | 0,045 | 0,141 | 0,183 | 0,855 | Rejected |
| Risk Taker -> Competitiveness | 0,223 | 0,240 | 0,096 | 2,336 | 0,020 | Accepted |

Source: Authors, 2022

Based on the t value and a critical value of 1.96, the hypothesis is tested. The hypothesis is said to be accepted if the t results are greater than 1.96, and vice versa. According to table 5's findings, proactiveness and innovation both have values below 1.96 and p values higher than 0.05. This indicates that there is little to no impact on competitiveness from either being proactive or inventive. In contrast, the risk taker has a t-value of 2.336 and a p-value of 0.020, indicating a considerable impact on competitiveness.

DISCUSSION

Learning to comprehend challenges, generate ideas, and apply them to the solution of issues and tactics that must be adopted are some ways to increase competitiveness. Competitiveness is the capacity to endure and advance under pressure (Jankowska & Hammar, 2013). The pressure an entrepreneur faces on the inside, as well as the outside, is their largest obstacle. The obstacles he faces internally to remain resilient in the face of potential setbacks and how to persuade himself to keep trying are internal considerations. Competition with rival companies that have financial or competitive advantages is an example of external variables. To survive and seize the available chances, an entrepreneur needs to have a strong internal orientation. The distinctive characteristic of a strategic entrepreneurial posture, sometimes referred to as entrepreneurial orientation, is a propensity to actively examine and take advantage of new business opportunities (Rubin & Callaghan, 2019). Others define entrepreneurial orientation is thought to be a key indicator of organizational learning and creativity (Kollmann, 2012).

The three components of entrepreneurial orientation examined in this study are proactiveness, innovation, and risk-taking. The findings indicate that being proactive has no bearing on competitiveness. According to the definition of proactive behavior, it involves "challenging the status quo rather than passively reacting to current surroundings; it involves taking initiative in improving current circumstances or establishing new ones." (Crant, 2000). Entrepreneurs do not only rely on their own knowledge to make the proper judgments when faced with challenges. Entrepreneurs are a part of a community where people share ideas when they are having difficulties. Entrepreneurs must be patient and persistent while dealing with obstacles in their businesses. To display proactive behavior, people need to be passionate about their jobs (Sonnentag & Starzyk, 2015) The innovative mentality has no impact on competitiveness, same to how the proactive attitude has no impact. The innovation process frequently begins with a discovery or is set off by an issue that demands an immediate solution. Exploring ideas and looking for ways to enhance the goods, services, or procedures are the results of this approach. Ideas then start to come up that provide answers to the issues. This method entails gaining support by demonstrating passion and confidence in the invention, followed by implementation, testing, and modification of the idea (De Jong & Den Hartog, 2010). Ideas for resolving issues that arise during business operations require testing and consideration of all potential circumstances. Sharing knowledge with group members will help ensure that the approach is appropriate and low-risk. How to seize opportunities and putting ideas into practice requires an innovative approach (Zhou & Verburg, 2020).

In this study, the assumption that risk-takers have a competitive mindset was accepted. Entrepreneurs need to have strong internal motivation to take risks that result in problems, such as self-esteem if they fail and a desire to be respected by those around them for their bravery and ability. Entrepreneurs have the mental fortitude to fall and get back up. Risk-taking in general, and driving in particular, satisfies this age group's need for a sense of power, self-esteem, and social recognition, and is typically linked to gender roles (Albert & Steinberg, 2011).

CONCLUSION

Entrepreneurs need to be entrepreneurially oriented to grow their firms and be competitive. Nevertheless, research on three facets of entrepreneurial orientation—proactive, inventive, and risk-taking attitudes—shows that only risk-takers have an impact on competitiveness; proactive and creative attitudes have no such effect.

MANAGERIAL IMPLICATION

Entrepreneurial orientation is thought to be a key indicator of organizational learning and creativity (Kollmann, 2012). If entrepreneurs as business owners have a high orientation, new enterprises can grow. Develop a proactive and inventive attitude in addition to a risk-taking mindset so that it can support a risk-taking mindset and attain the desired competitiveness.

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