

## The Impact of Market Orientation and Entrepreneurial Orientation on SME's Marketing Performance

Sefnedi<sup>1</sup>, Tri Sukma<sup>2</sup>, & Dorris Yadewani<sup>3</sup>

<sup>1</sup>Program Magister Sains Manajemen, Universitas Bung Hatta

<sup>2</sup>Program Studi Manajemen, Universitas Dharma Andalas

<sup>3</sup>Akademi Manajemen Informatika & Komputer Jaya Nusa

e-mail:sefnedi@bunghatta.ac.id;tsuka53@gmail.com; dorris290@gmail.com

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### ABSTRACT

**Purpose** –This study aims to analyze the impact of market orientation and entrepreneurial orientation on marketing performance of MSMEs in the culinary arts in Padang City.

**Methodology/approach** – This study uses purposive sampling for the sampling technique. The data is processed using SPSS version 27 software.

**Findings** –The results of the study found that market orientation and entrepreneurial orientation have a positive effect on marketing performance. Specifically, entrepreneurial orientation has the most dominant influence compared to market orientation.

**Novelty/value** –marketing performance of SMEs has been an important role in every business. However, the determinants of marketing performance of SMEs are still far from conclusive.

**Keywords:** marketing performance, market orientation, entrepreneurial orientation.

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### INTRODUCTION

Micro, Small and Medium Enterprises (MSMEs) are one of the important sectors that can improve the economy in Indonesia. MSMEs are businesses run by individuals, households or small business entities. To classify SMEs is to look at the annual turnover, the amount of wealth, and the number of employees. In this study, 6 sectors of MSMEs, namely culinary food, packaged culinary, others (agriculture, plantations, and fisheries), handicrafts, retail and services, culinary services were used as objects of research because MSMEs culinary food dominated all types of MSMEs in the city of Padang.

The Covid-19 pandemic has caused the Indonesian economy to decline. Generally, in various regions in Indonesia, MSMEs have decreased in quantity, but in contrast to the Padang area, which actually experienced an increase when hit by the Covid-19 pandemic. The following is an overview of the number and development of MSMEs in the city of Padang.

**Table 1. Number and Development of MSMEs in Padang City**

| No     | Subdistrict         | Amount |           | Development (%) |
|--------|---------------------|--------|-----------|-----------------|
|        |                     | 2020   | year 2021 |                 |
| 1      | Padang Barat        | 487    | 499       | 2.46            |
| 2      | Padang Timur        | 565    | 570       | 0.88            |
| 3      | Padang Selatan      | 279    | 310       | 11.11           |
| 4      | Koto Tengah         | 533    | 574       | 7.69            |
| 5      | Padang Utara        | 384    | 335       | (12.76)         |
| 6      | Nanggalo            | 168    | 214       | 27.38           |
| 7      | Lubuk Kilangan      | 164    | 175       | 6.71            |
| 8      | Lubuk Begalung      | 429    | 599       | 39.63           |
| 9      | Pauh                | 258    | 289       | 12.02           |
| 10     | Kuranji             | 363    | 431       | 18.73           |
| 11     | Bungus Teluk Kabung | 60     | 107       | 78.33           |
| Amount |                     | 3.690  | 4.181     | 13.31           |

Source: Padang City Cooperatives and SMEs Office, 2022

Based on the table above, it can be seen that there is an increase in the number of MSMEs in almost all sub-districts in Padang City from 2020 to 2021 except in North Padang District. Overall, there has been an increase in the number of MSMEs in Padang City from 2020 to 2021 by 13.31%.

Marketing performance has an important role in winning the competition because marketing performance is the achievement of SMEs through the marketing process (Puspaningrum, 2020). Ferdinand (2005) states that marketing performance is a factor that can be used to measure the impact of the strategy implemented by the company, which is indicated by an increase in the number of sales, number of customers, total revenue, market share, and product popularity. Nurseto (2018) argues that marketing performance is an important element of company performance in general because a company's performance can be seen from its marketing performance so far.

One of the important factors that can determine marketing performance is market orientation (Sefnedi, 2007). Sulaeman (2018) explains that market orientation is a source of inspiration for companies in carrying out innovative ways as well as being a source of competitive advantage in improving company performance for the better. Mahmood and Hanafi (2013) argue that market orientation has become an inseparable part as a factor that affects the company's efforts to improve its performance. If managed properly, a business with a market orientation has various benefits, one of which is being able to explain the differences in performance achieved by the company (Hatta, 2015).

Furthermore, Humairoh et al (2021) argue that entrepreneurial orientation is believed to have the ability to improve company performance referring to processes, practices, and decision making that lead to new inputs. Ayuni and Sulisty (2018) argue that companies that have high entrepreneurial characteristics will have higher levels of performance and growth. Dess et al (2014) argue that when applied effectively, entrepreneurial orientation methods and practices can be used to engage successfully in corporate entrepreneurship and the creation of new ventures.

## LITERATURE REVIEW

### Marketing Performance

Marketing performance is a concept to measure the impact of the strategy carried out by the company as a reflection of existing marketing activities (Gunisto & Hanfan, 2019). Elwisam (2019) argues that marketing performance is work performance as measured by the overall marketing process activities within a company or organization. Sugiyarti and Ardyan (2017) state that marketing performance is a measure of achievement obtained from the overall marketing process activities of a

company or organization. To find out how the implementation of marketing functions in the company can be seen from its marketing performance (Pertiwi & Siswoyo, 2016).

The data concludes that marketing performance is a way to measure a company's achievement from the marketing process. Ulya (2019) The variable of marketing performance is measured by three indicators, namely sales volume, customer growth, and profitability

### **Market Orientation**

Market orientation is a philosophy in marketing strategy which assumes that product sales do not depend on sales strategies but rather on consumer decisions in buying products (Aprizal, 2018). Aulia et al (2019) explain that market orientation is a company's ability to study or understand market conditions, namely customers (understanding customer wants and needs) and its competitors (understanding advantages and disadvantages) to retain customers or to get superior value from customers in order to improve performance. marketing. Market orientation is the company's tendency to meet the needs and desires of consumers in order to gain a competitive advantage (Sefnedi, 2017).

It can be concluded that market orientation is a marketing strategy where companies must understand market conditions to meet the needs and desires of consumers. Market orientation is measured using (Sefnedi, 2007) market orientation is measured by 3 indicators, namely customer orientation, competitive orientation, and coordination between functions.

### **Entrepreneurship Orientation**

Mardia et al (2021) argue that entrepreneurial orientation is the process of applying creativity and innovation to solve problems and find opportunities to improve life (business and work). Entrepreneurship is the spirit, attitude, behavior, and ability of a person in handling the business of an activity that leads to efforts to find, create, and implement new ways of working, technology and products by increasing efficiency in order to provide better services and/or gain more profits. large (Rusdiana, 2018). Entrepreneurial orientation is a business or entrepreneurship in managing its resources in order to produce business success with a change strategy so that it can compete and be more competitive (Jannah, 2019).

It can be concluded that entrepreneurial orientation is the application of creativity that aims to create and solve problems in order to improve the efficiency of providing services. Ranto (2016) entrepreneurial orientation is measured by 3 indicators, namely: Innovativeness, risk taking, and proactiveness

## **METHOD**

This research is a quantitative research, measurement using SPSS software. Hardani et al (2020) quantitative data shows the quantity, the form of absolute numbers (parametric) so that the magnitude (magnitude) can be determined. The data source is primary data. Primary data in a study is obtained directly from the source by taking measurements, calculating themselves in the form of questionnaires and observations and interviews (Hardani, et al, 2020). Researchers get respondent data by distributing questionnaires (questionnaire) to food business SMEs in the city of Padang.

The population in this study were all MSMEs in the culinary arts in the city of Padang. The sampling technique used is purposive sampling, namely the sampling technique based on certain specified criteria (Sugiyono, 2013). The criteria that are determined are 17-60 years old and MSMEs culinary food has been operating for more than 2 years

## **RESULT AND DISCUSSION**

### **Validity and Reliability Test**

Validity is the degree of accuracy between data that occurs in the object of research with power that can be reported by researchers. Thus, valid data is "data that does not differ" between data reported by researchers and data that actually occurs in the object of research (Sugiyono, 2013). Whether or not the statement item is valid in the study can be seen from the corrected item-total

correlation value where the statement item can be known to be valid if the corrected item-total correlation value is greater than  $r$  table, namely 0.191 (Ghozali, 2018).

**Table 2. Validity Test Results**

| No | Variable                          | Number of Items | Corrected Item-Total Correlation | R table | Ket                 |
|----|-----------------------------------|-----------------|----------------------------------|---------|---------------------|
| 1  | Marketing Performance (Y)         | 4               | 0.613 – 0.807                    | 0.191   | All items are valid |
| 2  | Market Orientation (X1)           | 10              | 0.262-0.835                      | 0.191   | All items are valid |
| 3  | Entrepreneurship Orientation (X2) | 10              | 0.354 – 0.791                    | 0.191   | All items are valid |

Based on the table above, it can be seen that all statement items used to measure research variables have a corrected item-total correlation  $> 0.191$  (R table) so it can be concluded that all statement items (24 items) are declared valid. Furthermore, the results of the reliability test can be seen as follows:

**Table 3. Reliability Test Results**

| No | Variable                          | Cronbach's Alpha | Cut-off | Information     |
|----|-----------------------------------|------------------|---------|-----------------|
| 1  | Marketing Performance (Y)         | 0.860            | 0.70    | <i>Reliable</i> |
| 2  | Market Orientation (X1)           | 0.890            | 0.70    | <i>Reliable</i> |
| 3  | Entrepreneurship Orientation (X2) | 0.897            | 0.70    | <i>Reliable</i> |

From the table above, it can be seen that the three research variables namely marketing performance, market orientation and entrepreneurial orientation have Cronbach alpha  $> 0.70$ , so it can be concluded that all variables in this study are declared reliable.

### Variable Description

The results of the descriptive analysis of the three research variables (marketing performance, market orientation and entrepreneurial orientation) can be seen as follows:

**Table 4. Description of Research Variables**

| No | Variable                          | Average | TCR (%) | Information |
|----|-----------------------------------|---------|---------|-------------|
| 1  | Marketing Performance (Y)         | 3.40    | 68.05   | Pretty good |
| 2  | Market Orientation (X1)           | 3.67    | 73.40   | Pretty good |
| 3  | Entrepreneurship Orientation (X2) | 3.73    | 74.28   | Pretty good |

Based on the table above, it can be seen that the marketing performance has an average score of 3.40 with a Respondent Achievement Level (TCR) of 68.05. This finding can be interpreted that marketing performance Culinary SMEs in the city of Padang are categorized as quite good. Meanwhile, the market orientation variable has an average score of 3.67 with a TCR of 73.40 and it can be interpreted that the implementation of market orientation on the MSMEs of culinary service in the city of Padang is categorized as quite good. The same thing also happened to the entrepreneurial orientation variable which had an average score of 3.73 and a TCR of 74.28%, so it can be interpreted that the application of entrepreneurial orientation in the culinary sector of MSMEs in the city of Padang is classified as quite good.

### Classic assumption test

#### Normality test

According to Ghozali (2018) the normality test is used to test whether a regression model has a normal or abnormal distribution. With a significant value  $> 0.05$  then it is normally distributed, otherwise if  $< 0.05$  it is not normally distributed.

**Table 5. Normality Test Results**

| <i>One-Sample Kolmogorov-Smirnov Test</i> | <i>Unstandardize<br/>d Residual</i> | <b>description</b>  |
|---|-------------------------------------|---------------------|
| asymp. Sig (2-tailed)                     | 0.200                               | Normal Distribution |

Based on the table above, the residual significant value was obtained at 0.200 where this value was greater than 0.05, so it could be interpreted that the residual data were normally distributed.

**Linearity Test**

The linearity test was conducted to determine whether the independent variable and the dependent variable had a linear relationship. The test assessment can be seen from the significant value in the deviation form linearity, if the significant value is  $> 0.05$  then there is a linear relationship between the independent variable and the dependent variable.

**Table 6. Linearity Test Results**

| <b>No</b> | <b>Variable</b>                                    | <b>Deviation from Linearity</b> |
|-----------|--|---------------------------------|
| 1         | Market Orientation→Marketing Performance           | 0.611                           |
| 2         | Entrepreneurship Orientation→Marketing Performance | 0.465                           |

Based on the linearity test table, the deviation from linearity value of all variables shows results greater than 0.05 which indicates that there is a linear relationship between market orientation, entrepreneurial orientation and marketing performance variables.

**Multicollinearity Test**

The multicollinearity test aims to determine whether a regression model has a correlation between variables. To find out the multicollinearity in the regression model, it can be seen the value of the variance inflation factor (VIF) and tolerance. If the VIF value is below 10 and the tolerance value is greater than 0.10, there is no multicollinearity symptom (Ghozali, 2018).

**Table 7. Multicollinearity Test Results**

| <b>No</b> | <b>Variable</b>                   | <i>Collinearity Statistics</i> |            | <b>Information</b>            |
|-----------|-----------------------------------|--------------------------------|------------|-------------------------------|
|           |                                   | <i>Tolerance</i>               | <i>VIF</i> |                               |
| 1         | Market Orientation (X1)           | 0.409                          | 2,445      | There is no multicollinearity |
| 2         | Entrepreneurship Orientation (X2) | 0.409                          | 2,445      | There is no multicollinearity |

Based on the table above, it can be seen that the two independent variables, namely market orientation and entrepreneurial orientation, have tolerance  $> 0.10$  and VIF  $< 10$ , so it can be concluded that there is no multicollinearity.

**Heteroscedasticity Test**

Ghozali (2018) heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residual of one observation to another observation. This study uses the Glejser test for heteroscedasticity test with a significant value of each independent variable greater than 0.05, so there is no heteroscedasticity.

**Table 8. Heteroscedasticity Test**

| <b>No</b> | <b>Variable</b>              | <b>Significance</b> | <b>Information</b>             |
|-----------|------------------------------|---------------------|--------------------------------|
| 1         | Market Orientation           | 0.927               | There is no heteroscedasticity |
| 2         | Entrepreneurship Orientation | 0.864               | There is no heteroscedasticity |

Based on the results of the heteroscedasticity test, it can be seen that all variables have a significance value greater than 0.05 so it can be said that there is no heteroscedasticity in this model.

### Multiple Linear Regeneration

Ghozali (2018) states that multiple linear regression testing is carried out to measure the relationship between two or more variables and show the direction of the relationship between these variables. Multiple linear regression in this study was measured by the F test and t test values.

**Table 9. F Test Results**

| Model   | F count | Sig.  |
|---|---------|-------|
| Market Orientation (X1) and Entrepreneurship Orientation (X2) → Marketing Performance (Y) | 55,591  | 0.001 |

Based on the table above, it is known that the calculated F value is 55.591 with a significant value of 0.001 <0.05. This finding can be interpreted that simultaneously market orientation and entrepreneurial orientation affect marketing performance. Furthermore, the t-test shows how far the influence of one independent variable on the dependent variable (Ghozali, 2018). The basis for the decision on the t-test is that if the significant value is <0.05, the independent variable partially affects the dependent variable.

**Table 10. t test results**

| Constants and Independent Variables | Regression Coefficient | t count | Sig.  | Decision    |
|-------------------------------------|------------------------|---------|-------|-------------|
| Constant (a)                        | -2,623                 | -1,880  | 0.063 | -           |
| Market Orientation (X1)             | 0.121                  | 2,265   | 0.026 | H1 accepted |
| Entrepreneurship Orientation (X2)   | 0.205                  | 3,655   | 0.001 | H2 accepted |
| R square (R2)                       |                        | 0.623   |       |             |

Based on the table above, it can be seen that the market orientation variable (X1) has a regression coefficient value of 0.121 and a t count of 2.265 and is significant 0.026 <0.05. This finding can be interpreted that market orientation has a positive effect on marketing performance at MSMEs in the culinary arts in Padang City. Thus, the first hypothesis (H1) can be accepted.

Entrepreneurial orientation variable (X<sub>2</sub>) has a regression coefficient value of 0.205 and t count 3.655 and significant 0.001 <0.05. This finding can be interpreted that entrepreneurial orientation has a positive effect on the marketing performance of MSMEs in the city of Padang. Thus, the second hypothesis (H2) can be accepted.

Furthermore, table 9 finds R<sup>2</sup> of 0.623. These results can be interpreted that the magnitude of the influence of independent variables (market orientation and entrepreneurial orientation) simultaneously on the dependent variable (marketing performance) is 62.3% while the remaining 37.7% is influenced by other variables not examined in this study.

## DISCUSSION

### Market Orientation and Marketing Performance

The results of the descriptive analysis revealed that the implementation of market orientation in the culinary SMEs in Padang City was categorized as quite good. This is evidenced by obtaining an average score of 3.67 market orientation variables with a TCR of 73.40%. Meanwhile, the marketing performance of MSMEs in the culinary arts in Padang City is categorized as quite good, which can be proven by obtaining an average marketing performance variable score of 3.40 with a TCR of 68.05%.

The results of hypothesis testing related to the effect of market orientation on marketing performance found that market orientation had a positive effect on marketing performance at MSMEs in the culinary arts in Padang City. This can be proven by obtaining a regression coefficient of 0.121 and a t count of 2.265 (> 1.98) and a significant 0.026 (< 0.05). The positive value of the regression coefficient means that the better the implementation of market orientation, the higher the marketing

performance, and conversely if the implementation of the market orientation is not good, it will result in lower marketing performance for MSMEs in the culinary arts in Padang City.

Empirically, the results of this study are in line with research conducted by Mardiyono (2018) which shows the results that market orientation has a positive and significant effect on marketing performance. Other results are also supported by research conducted by Sefnedi (2017) which finds that market orientation has a positive and significant effect on marketing performance. Likewise, the research conducted by Aulia et al (2019) obtained the same results, namely market orientation has a positive and significant effect on marketing performance.

### **Entrepreneurship Orientation and Marketing Performance**

The results of the descriptive analysis revealed that the implementation of entrepreneurship orientation on the culinary SMEs in Padang City was categorized as quite good. This is evidenced by the average score of the entrepreneurial orientation variable 3.73 with a TCR of 74.28%. Meanwhile, the marketing performance of MSMEs in the culinary arts in the city of Padang is classified as quite good. This is evidenced by obtaining an average score of 3.40 marketing performance variables with a TCR of 68.05%. This finding can be interpreted that the marketing performance of the culinary SMEs in the city of Padang is included in the fairly good category.

The results of hypothesis testing related to the effect of entrepreneurial orientation on marketing performance found that entrepreneurial orientation had a positive effect on marketing performance at MSMEs in the culinary arts in Padang City. This is evidenced by the obtained regression coefficient of 0.205 and t count 3.655 ( $> 1.98$ ) and significant 0.001 ( $< 0.05$ ). This finding indicates that the entrepreneurial orientation has a positive effect on marketing performance in the food-service culinary SMEs in the city of Padang. The positive regression coefficient means that if the implementation of the entrepreneurial orientation in SMEs is better, it will improve its marketing performance, and vice versa, if the implementation of the entrepreneurial orientation in SMEs is not good, the marketing performance will decrease.

Empirically, the results of this study are in line with research conducted by Sefnedi and Dorris (2022) which revealed empirically that entrepreneurial orientation has a positive impact on the performance of MSMEs. Furthermore, Humairoh et al (2021) also found that entrepreneurial orientation has a positive and significant effect on marketing performance. Other studies such as Manahera et al (2018), Jannah et al (2019) and Djayadinigrat et al (2017) also get the same result, namely the entrepreneurial orientation has a positive and significant effect on marketing performance.

### **CONCLUSION**

The variables of market orientation and entrepreneurial orientation have a positive influence on marketing performance in small and medium-sized food businesses in Padang City. The magnitude of the influence of market orientation and entrepreneurship variables on marketing performance at MSMEs in the culinary arts in Padang City is 62.3% while the remaining 37.7% is influenced by other variables not examined in this study. Thus, to be able to improve the marketing performance of the Culinary Saji MSMEs in the City of Padang in the future, it is hoped that the Culinary MSME actors in the Padang City can continue to improve the implementation of entrepreneurship orientation and market orientation.

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