

ENTREPRENEURIAL ORIENTATION MODEL IN CREATING PRODUCT QUALITY TO INCREASE COMPETITIVE ADVANTAGE

Endang Sungkawati¹, Nova Dwi Hernanik², Budi Prawoto³

Wisnuwardhana University, Malang, Indonesia

Email: endang_sung@yahoo.co.id¹, novadwihernanik86@gmail.com²,
wimawardhana@gmail.com³

Abstract

This study aims to prove how product quality can mediate entrepreneurial orientation in increasing a firm's competitive advantage. This research was conducted in a tourism village business unit located in the East Java region, with a sample of 115 respondents. This study used questionnaires for data collection and data analysis using path analysis. The study results stated that entrepreneurial orientation can create quality products but cannot increase competitive advantage. While quality products grow competitive advantage, product quality can mediate entrepreneurial orientation in improving a firm's competitive advantage.

Keywords: *Entrepreneurial orientation, Product quality, Competitive advantage*

INTRODUCTION

Such fierce business competition requires companies to have a competitive advantage. Opportunities and threats and threats originating from external are competitive conditions that must be faced by the company. The company should strive to minimize its weaknesses and maximize its strengths. For this reason, it is necessary to understand each company on consumer and market demand conditions, as well as changes in its business environment in order to compete with other companies. The selection and determination of strategies need to be done by the company to be able to face competition. For the company's management team, competitive advantage is an important point for the survival and success of the company.

As explained earlier, consumer desires that change all the time, need to be understood by the company. Understanding customer desires is very important for companies to market their products successfully. Understanding customers can be done by paying attention to their wishes and treating it as a market orientation to understand their needs. This business will change and shape raw materials to be changed "shaped" into products that are more valuable to consumers, which consumers eventually want to buy. This process gives rise to the exchange of goods and services, human resources, capital.

Some studies say that to meet consumer desires and market desires, an entrepreneurial orientation is needed. Entrepreneurial orientation is vital to improving marketing performance. Entrepreneurial orientation is the orientation of the company's strategy in entrepreneurship to gain a competitive advantage. Entrepreneurial-oriented company leaders have a clear and bold vision to face risks. The company can survive if a leader and his members set a mature strategy to overcome competition.

In addition to entrepreneurial orientation, competitive advantage is also significant and requires attention from all elements of the company. We know that the role of competitive advantage can help to improve entrepreneurial orientation. At the same time, competitive advantage is a set of qualities and resources of a company that allows it to outperform its

competitors and achieve excellence in the market. Based on these requirements, in addition to fostering an entrepreneurial orientation, for companies, it is essential to develop and maintain competitive advantages. Ultimately, a company's ability to effectively leverage its entrepreneurial orientation and competitive advantage indicates its success. Entrepreneurial orientation is an essential factor contributing to a company's competitive advantage. Competitive advantage is crucial to a company's success and requires a comprehensive approach. Findings from several studies show that there is a relationship between entrepreneurial orientation and competitive advantage.

In addition to entrepreneurial orientation, a factor that can increase competitive advantage is product quality. For company managers, maintaining product quality is becoming increasingly onerous and a necessity. Often, they have no choice but to take advantage of competitive advantages to offer customers attractive product quality. For growing SMEs, leveraging product quality for competitive advantage requires substantial change. It is expected that changes in industry patterns, customer desires, marketing strategies, and business models will make the business towards a sustainable business.

Entrepreneurial orientation and product quality contribute to the company's competitive advantage. As explained earlier, companies that do not have a competitive advantage cannot last long. Likewise, with the current conditions in the tourism village business unit, many still do not understand the need for a competitive advantage to survive in the tourism business. The level of competition is not only felt by companies in general but also felt by business units in tourist villages in East Java. Changes in the tourism industry include the increasing number of business units in tourist villages. However, the increasing number of business units in tourism villages is not accompanied by the ability to face competition.

From several research results, it can be concluded that further assessment of product competitive and innovative advantages with similar products in different conditions in order to contribute managerial implications related to the influence of entrepreneurial orientation, market orientation, and company innovation on competitive advantage in improving marketing performance. The emergence of business units in tourist villages is increasingly seizing the portion that causes the need to implement innovative product strategies that compete and increase customer satisfaction.

The business unit of the tourist village underdeveloped the product quality due to the lack of understanding of the need for an entrepreneurial orientation. In the context of the Tourism Village Business Unit, entrepreneurial orientation can contribute to developing and improving the quality of goods. Entrepreneurial orientation is a strategic mindset emphasizing innovation, proactivity, and risk-taking. In the context of the Tourism Village Business Unit, entrepreneurial orientation can contribute to developing and improving the quality of goods. As a result, many do not continue their business because they do not have a competitive advantage. The statement indicated that the tourism village business unit did not resume operations due to a lack of competitive advantage. Identifying competitive advantage and leveraging entrepreneurial orientation and product quality is critical to long-term business sustainability.

By reviewing the existing literature, gaps can be found; based on the results of the study, factors that contribute to the absence of competitive advantage include: such as market dynamics, resource constraints, managerial capabilities, or strategic decisions. Understanding how businesses can proactively create and maintain competitive advantage is crucial. Several studies focus on identifying effective strategies and best practices that enable businesses To distinguish between own business units and competing business units so that a competitive advantage is obtained. In comparison, competitive advantage is widely recognized as an essential thing. Therefore, this study was conducted to quantitatively measure the impact of entrepreneurial orientation and product quality on competitive advantage.

Based on the differences in the results of previous research with the reality in the tourism village business unit, the objectives of this study are 1) How is entrepreneurial orientation able to create quality products? 2) How can entrepreneurial orientation increase competitive advantage? 3) How can creating quality products increase competitive advantage? 4) How can product quality mediate entrepreneurial orientation in increasing a firm's competitive advantage?

METHOD

This type of research is associative research. This research was conducted in a tourism village business unit located in the East Java region.

A population of twenty-three business units operating in tourist villages is the object of this study.. Five respondents represented each business unit as presentations from the owner and person in charge, so the sample number was 115 respondents. Data collection is carried out by distributing questionnaires.

This study used two tests on research instruments: validity and reliability. The validity test is carried out to determine the extent of the determination of measuring instruments in carrying out the data to be researched or measured. Reliability is a tool to measure a questionnaire that indicates variables or constructs. Analyze data by using path analysis. Path analysis is used to statistically analyze data to test the relationship of the dependent variable with the independent variable, either directly or indirectly.

RESULTS AND DISCUSSION

The validity result shows that the entire question item produces a Corrected Item-Total Correlation value more significant than the r-table value, which indicates that the entire question item on the Entrepreneurial Orientation Variable and competitive advantage is declared valid. However, two items are invalid for product quality question items, so the following test process is excluded from the research model. Reliability tests show that all research variables produce Cronbach's Alpha value greater than 0.6 so that it is declared reliable.

Path Analysis

Path analysis was performed using multiple linear regression models. The analysis is carried out with the help of the SPSS Version 25 program. The results of the analysis are explained in the following discussion:

Regression Model I

Regression model, conducted to analyze the effect of Entrepreneurial Orientation (X) directly on Product Quality (Z). The statistical results are presented as follows:

Table 1
Model I Regression Test Results

Variable	Coef. (β)	Standardized β	t-Count	Sign. (p)
Constant	3,969	-	1,647	0,107
Entrepreneurial Orientation (X)	0,164	0,384	2,386	0,022

$$Z = 3.969 + 0.164(X) + e$$

Testing of Hypothesis I yielded a t-count value of 2.386 with a significance (p) of 0.022. Since the resulting significance value (p) is less than α , Hypothesis I is accepted. The results of the analysis show that entrepreneurial orientation has a significant effect on product quality. The results of testing on Hypothesis I succeeded in proving the significant influence of Entrepreneurial Orientation on Product Quality. The test results indicate the presence of a positive direction of influence so that a significant increase will automatically follow the increase in entrepreneurial orientation in product quality. These results are supported by several studies conducted by, which succeeded in proving the positive influence of business orientation on product quality. Companies with an excellent entrepreneurial orientation in their human resources will generally also have better performance at the level of product quality.

Entrepreneurial orientation reflected in an attitude full of innovation, proactivity, and courage to take risks is believed to be able to boost company performance. This is corroborated by Covin and Slevin (1991) in which states that the company's ability can increase if the entrepreneurial orientation is also high. The company's high ability is shown by its ability to market products in accordance with consumer wishes and market its products towards better business performance. Entrepreneurs who have an entrepreneurial orientation will be able to improve business performance, also conveyed by Covin and Slevin.

The test results that successfully showed a significant favorable influence showed that the tourism village business unit has been brave and able to develop new designs directly related to their products. In addition, tourism village business units do not hesitate to take risks and challenges to get new opportunities that can increase the profitability of the business units.

Regression Model II

Regression Model II was conducted to determine the direct influence of entrepreneurial orientation (X) and Product Quality (Z) on competitive advantage (Y). The results of statistical analysis are as follows.

Table 2
Model II Regression Test Results

Variable	Coef. (β)	Standardized β	t-Count	Sign. (p)
Constant	17,224	-	3,038	0,004
Entrepreneurship Orientation (X2)	0,147	0,132	0,880	0,384
Product Quality (Z)	1,585	0,605	4,502	0,000
F-Count = 11.732				
Sign. (p) = 0.000				
R ² = 0.462				

The test results based on the table above produce a regression model formed as follows:

$$Y = 17,224 + 0,147(X) + 1,585(Z) + e$$

The simultaneous test (F-Test) results in an F-Count value of 11.732 with a significance (p) of 0%. Because the significance value (p) is less than $\alpha = 5\%$, simultaneously, Authoritative Orientation (X) and Product Quality (Z) affect Competitive Advantage (Y). Regression Model II yields a coefficient of determination (R²) of 0.462. This result shows that 46.2% variation in changes in Competitive Advantage (Y) can be explained by Entrepreneurial Orientation (X) and Product Quality (Z). On the other hand, a total of 53.8% of other variables from this study were explained outside the research model I had done.

Testing of Hypothesis II yielded a t-count value of 0.880 with a significance (p) of 0.384. Hypothesis II is rejected because the resulting significance value (p) is more significant than α . These results suggest that entrepreneurial orientation has no significant effect on competitive advantage. The results of testing Hypothesis failed to prove the significant influence of Entrepreneurial Orientation on Competitive Advantage. Testing produces a positive direction of influence so that an increase will follow an increase in entrepreneurial orientation in competitive advantage but with a nominal value. These results do not support the findings of which successfully prove that entrepreneurial orientation has a significant influence on competitive advantage.

Testing of Hypothesis III yielded a t-count value of 4.502 with a significance (p) of 0.000. Because the resulting significance value (p) is less than α , Hypothesis III is accepted. These results show that Product Quality has a significant effect on Competitive Advantage. The test results of Hypothesis III proved the significant influence of Product Quality on Competitive Advantage. Testing results in a positive direction of influence so that a significant increase will follow an increase in product quality in competitive advantage.

This result supports the findings of which state that product quality positively and significantly affects competitive advantage. Succeeded in proving that there is a significant influence of product quality on marketing performance. This research shows that if the company wants a competitive advantage, it can create it through product innovation activities. The quality of products or services purchased by consumers is positively related to consumer satisfaction in using these products or services, so companies must consistently maintain the quality of their products. Good product quality will be able to make the existence of products acceptable to consumers, and a good market orientation will be able to optimize market performance and ultimately determine the company's competitive advantage.

The influence of entrepreneurial orientation (X) on competitive advantage (Y) indirectly

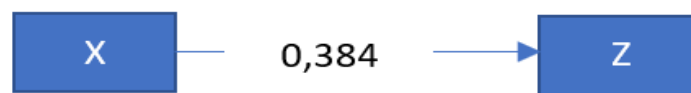


Figure 1. Structure Model I

A value of 0.384 is the standardized beta coefficient of Entrepreneurial Orientation (X). Based on the results of the regression test in Table 2, a path diagram of the structure II model can be made as follows:

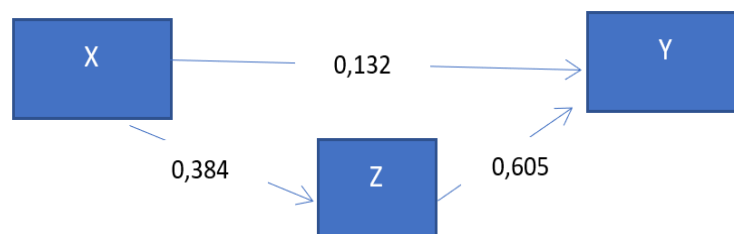


Figure 2. Structure Model II

The picture shows that 0.132 is the standard coefficients beta of Entrepreneurial Orientation (X), and 0.605 is the standardized coefficients beta of Product Quality. Based on Figure 1. It is known that the direct influence of Entrepreneurial Orientation (X) on Competitive Advantage (Y) is 0.132. The indirect influence of Entrepreneurial Orientation (X) on Competitive Advantage (Y) through Product Quality (Z) is the multiplication of beta coefficient X to Z by beta coefficient Z to Y, which is $0.384 \times 0.605 = 0.232$. The actual influence given by X on Y is the sum between direct and indirect influence, which is $0.132 + 0.232 = 0.364$. The test results also showed that the indirect influence (0.232) was more significant than the direct influence (0.132). Based on these results, Hypothesis IV is accepted. These results show that product quality can mediate the influence of entrepreneurial orientation on competitive advantage.

If a company emphasizes proactivity in its business activities, it has carried out entrepreneurial activities that automatically encourage high performance. Companies with high entrepreneurial activity can be seen from the high enthusiasm that never goes out due to obstacles and challenges. Companies that carry out an entrepreneurial orientation can innovate to create products that are unique/interesting to their competitors. Companies will also dare to take uncertain decision-making risks but provide opportunities for better results. The proactive nature of looking for markets is done to get a broader market during competition.

The unsuccessful test results found a significant influence of entrepreneurial orientation on competitive advantage, showing that conventional management is still inherent in tourism village business actors. Entrepreneurial orientation causes the proactive and innovative nature that the company should own is still not fully implemented by tourism village business actors, especially those directly related to the level of competition in the same industry.

The results of testing on Hypothesis IV succeeded in proving that product quality can be a mediating variable of the influence of entrepreneurial orientation on competitive advantage. Their research highlighted the importance of knowing entrepreneurship is a policy-making strategy process that allows entrepreneurs to act and run organizations according to plan and refer to new things. Thus, entrepreneurial orientation will create a competitive advantage to increase the company's competitiveness. Companies with solid competitiveness having a competitive advantage, primarily through product quality, will ultimately improve their marketing performance and competitive advantage.

The test results show a significant favorable influence, which means that business unit actors in tourism villages are brave and able to develop new designs directly related to their products. Testing produces a positive direction of influence so that an increase will follow an increase in entrepreneurial orientation in competitive advantage. The results of testing through path analysis have also proved that product quality can be a mediating variable for the influence of entrepreneurial orientation on competitive advantage. Thus, business units in tourism villages that have an entrepreneurial orientation will be able to increase their competitive advantage so that they have competitiveness. Business units in tourism villages that can create quality products will be able to increase competitive advantages so that they have market competitiveness.

CLOSING

Conclusion

Entrepreneurial orientation significantly affects Product Quality, and Entrepreneurial Orientation has an insignificant effect on Competitive Advantage. In addition, product quality can be a mediating variable for the influence of entrepreneurial orientation on competitive advantage. Companies with solid competitiveness having a competitive advantage, primarily through product quality, will ultimately improve their marketing performance and competitive advantage. The results of testing the validity of several question items on the questionnaire showed less than optimal results. The analysis shows

that some questionnaire question items are still poorly understood by respondents. In the future, further research can be developed by modifying question items to obtain more accurate results.

This research was limited to five tourist villages in East Java as the object of research. Using a limited number of research objects is feared to cause the level of generalization in conclusions to be low. Further research should be developed by expanding the research object to obtain more samples from this study.

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