

# Entrepreneurship Orientation: Trigger Achievement of Competitive Advantage of Small and Medium Enterprises based on Resources based View

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# Entrepreneurship Orientation: Trigger Achievement of Competitive Advantage of Small and Medium Enterprises based on Resources based View

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**Abstract**—The purpose of this research is to find out the general problems of how to formulate strategies for achieving competitive advantage of small and medium-sized businesses based on Resource-Based View (RBV) and entrepreneurial orientation. The study used a descriptive statistical approach. The research method uses Structural Equation Modeling Partial Least Square (SEM PLS) analysis and processed with SmartPLS. The study was conducted in 6 districts in the district of Jember, with a total sample of 100 business actors. The results of the study stated that the resource-based view strategy variable influences the entrepreneurial orientation for small and medium enterprises and the resource-based view strategy variable influences the competitive advantage of small and medium businesses, the entrepreneurial orientation variable of the small and medium business actors influences the competitive advantage of small and medium enterprises, and Entrepreneurial orientation variables of small and medium business actors mediate the effect of resource-based view on the competitive advantage of small and medium businesses.

**Keywords**--- Entrepreneurship Orientation, Resource-Based View, Competitive Advantage.

## I. Introduction

Small and Medium Enterprises have been proven to survive in the face of various economic crises. According to Kuncoro (2008), which underlies such resilience, namely not having foreign debt, not having much debt to banks because it is considered unbankable so that it uses more its capital, uses raw materials from within the country, and is export-oriented. Until now, the number of small and medium enterprises has reached more than 90% of the total business units in Indonesia. The contribution of small and medium scale businesses to Gross Domestic Product reaches more than 55%, to the employment of more than 90%, and 91% of small and medium scale businesses carry out export activities through third parties (Ministry of Finance & National Development Planning Agency, 2014). While in Jember Regency, the number of small enterprises was 37,714 business units with the employment of 93,113 people, while medium scale businesses were 2,544 units with the employment of 26,078 people. It can be concluded that Jember Regency has enormous potential for the growth of a strong economy based on small and medium enterprises. This naturally has a very large contribution to the national economy.

Although small and medium enterprises have a very strategic role in the economy, in general, they have not been able to take part in global competition fully. Therefore business empowerment at this scale must be directed to improve competitiveness. In 2015, Indonesia's global competitiveness index rose again to 34th out of 144 countries, as reported by the World Economic Forum in the 2015-2016 Global Competitiveness Report. Thus the effort that must be done to empower small and medium-sized businesses is to increase the competitive advantage to be able to maintain and increase their existence.

The development of small and medium enterprises with a resource-based view can be used as an alternative to achieving competitive advantage (Barney, 2001). In this context, Barney (2001) directs management to identify, master, and develop strategic resources in order to produce optimal performance. The competitive advantage of a business depends on the resources it has and the strategy chosen so that it can respond to the opportunities and challenges of the business environment it faces. For this reason, another approach that will support small businesses

in achieving a competitive advantage is by taking an entrepreneurial orientation approach, namely business behavior that is reflected in the strategic decision-making process through innovation, dare to take risks, and proactivity (Hermann et al., 2010). Thus small and medium businesses need to develop an entrepreneurial orientation in their business activities and make it the basis for formulating and implementing strategies.

Understanding related to entrepreneurial orientation for small and medium enterprises in the district of Jember, which has been presented in the previous chapter with several approaches, data obtained in research and discussion **7** some previous studies. So based on this, as for the research related to entrepreneurial orientation: **Tigger Achievement of Competitive Advantages of Small and Medium Enterprises based on Resources Based View**. Made to be able to provide input.

## II. Literature Review

### *Strategies for Achieving Competitive Advantage of Small and Medium Enterprises*

Competitive advantage in a company can be divided into two categories, namely Comparative Advantage, and Competitive Advantage. Comparative Advantage is an advantage in having abundant resources, a supportive climate, cheap and easily obtained labor, good strategic location, and security. Then the scale of large and modern businesses, large markets, and high purchasing power while Competitive Advantage is a competitive advantage owned by the company compared to its competitors in the ability to perform various interrelated functions through the value chain where this advantage is very dependent on the superiority of the quality of human resources (HR).

The underlying assumptions in the resource-based view of the firm are:

- 1) Resource Heterogeneity, which views the company as a number of productive resources, and each company has several different resources.
- 2) Resource immobility, which views resources as being able to neutralize threats and exploit opportunities. This resource capability is only owned by certain companies and is difficult to replicate, even if it can be a high cost.

### *Relationship of Resource Base View to Entrepreneurship Orientation*

In the field of entrepreneurship research, entrepreneurial orientation has become an important construct. The underlying proposition for the importance of entrepreneurial orientation is that companies with higher levels of entrepreneurial characteristics are likely to have higher levels of performance and growth, being able to deal with environmental dynamics more successfully (Wolf James and Timothy L Pett, 2006). Nevertheless, the nature of the relationship between entrepreneurial orientation and performance is still not consistent (Stam et al., 2006; Lee and Badri, 2007). Several studies have shown a significant positive relationship between entrepreneurial orientation with firm performance in large companies and SMEs. However, several studies have shown that entrepreneurial orientation is not related to performance. Thus a better understanding of the relationship between entrepreneurial orientation and performance still requires a contingency framework that emphasizes the need to create conformity between other constructs.

The Resource-Based View, which bases competitive advantage based on resources, is also related to entrepreneurship theory. Entrepreneur theory used is the behavioral approach or better known as the entrepreneurial orientation approach. This approach was adopted from the views of Miller (1982) and Lumpkin and Dess (1996), which stated that to improve company performance in the form of developing entrepreneurial behavior such as innovation, proactiveness, risk-taking, aggressiveness, and autonomy.

**Hypothesis 1:** The resource-based view strategy influences the entrepreneurial orientation

### *Relationship of Resource Base View to Competitive Advantage Strategy*

High business performance cannot be achieved if the utilization of resources owned by entrepreneurs and organizations cannot be utilized optimally. Optimal utilization of resources will make a business organization have an advantage compared to its competitors. If the resources owned by a business organization are the same or lower than its competitors, then the business organization will lose its competitiveness. Conversely, if a business organization can maintain excellence compared to its competitors so that existing competitors or potential competitors are not able to match or even outperform the business organization, then sustainable competitive advantage can be obtained, and this will play a key role in improving business performance. According to Barney (1991) states that to achieve competitiveness and sustainable profits, the company must try to find and grow the special capabilities of all resources owned.

<sup>6</sup> Competitive Strategy Theory (Porter, 1980) states that companies must create special competitiveness in order to have a strong bargaining position in the competition. Furthermore, Porter (1991) states that a company can achieve success if three conditions are met, namely the company's strong goals in the market and pay attention to the company's strengths dynamically by paying attention to opportunities and threats of the external environment and must have and explore special competencies (distinctive competency) as a driver if this is not done the business performance and profitability will decrease.

<sup>1</sup> Barney (1991) states that in accordance with the theory of resource-based view (RBV) resource competencies are a source of sustainable competitive advantage when Micro, Small and Medium Enterprises have competencies and resources that are valuable to customers, rare, difficult to replicate and difficult to replace and this will able to maintain a good position in the competition in the industry. The RBV approach also states that high business performance will be easier to achieve if the company has competent resources and competitiveness (Wernelfelt, 1984; Barney, 1991).

**Hypothesis 2:** The resource-based view strategy influences the competitive advantage strategy

#### **Relationship of Entrepreneurship Orientation to Competitive Advantage Strategy**

<sup>6</sup> To deal with increasingly complex competition and internal crises, small companies can use the theory of resource-based strategy. This theory is <sup>1</sup> considered the potential to maintain the success of companies in turbulent external environmental conditions, and this theory prioritizes the development of superior internal capabilities, not transparent, difficult to imitate, or diverted by competitors and provides long-term competitiveness (futuristic) and recession-proof.

<sup>1</sup> Competence that is built from the utilization of an organization's internal assets through continuous organizational learning will produce capabilities and sustained competitive advantage and superior business performance.

<sup>1</sup> The coordination of strategic resources, which is the result of a combination of entrepreneurial orientation and organizational learning, will support the creation of non-imitability, non-transferability, and non-substitutability resources that are sources of sustained competitive advantage.

The importance of an entrepreneurial orientation is that companies with higher levels of entrepreneurial characteristics are likely to have higher levels of performance and growth, being able to deal with environmental dynamics more successfully (Wolf James and Timothy L Pett, 2006).

**Hypothesis 3:** Entrepreneurial orientation influences competitive advantage strategies

#### **Relationship between Resource Base View Strategy and Competitive Advantage Strategy Through Entrepreneurial Orientation**

<sup>1</sup> As stated by Zimmerman (2000) that entrepreneurial success will be achieved if the entrepreneur thinks and does something new or something in new ways (things and doing new things or old things in new ways). Entrepreneurial behavior is a function of competence, incentives, and environment that is equipped by several provisions such as knowledge/experience, skills, and abilities. This provision will form competencies; competencies are defined as specific knowledge, skills, and abilities that can directly influence business performance.

Several previous studies related to competitive advantage of small and medium businesses produce conclusions that resource base view affects competitive advantage (Prasetyo, 2005) entrepreneurial orientation and market orientation affect business performance (Vitale et al., 2001) entrepreneurial orientation mediates the effect of resources based view on excellence competing (Putra, 2010) there is a significant influence between competence and business performance (Man & Wafa, 2003) small and medium enterprises have a large contribution to the economy so that it is developed (Winarni, 2006).

<sup>1</sup> The resource-based view approach also states that high business performance will be easier to achieve if the company has reliable resource competitiveness and competitiveness (Wernelfelt, 1984; Barney, 1991). Strategic resource coordination, which results from a combination of entrepreneurial orientation and organizational learning, will support sustained competitive advantage.

**Hypothesis 4:** Resource-based view strategy influences the strategy of competitive advantage through entrepreneurial orientation

### III. Research Methods

The study was conducted with a descriptive statistical approach and inferential statistics. Descriptive statistical methods are used to obtain an overview of the variables of competitive advantage, Resources Based View strategy and entrepreneurial orientation and are used to identify the characteristics of each variable. While the inferential analysis method is intended to test hypotheses and make more in-depth interpretations about the relationships between the variables used, in this study, what will be tested is the effect of competitive advantage variables based on determinants of resource-based view strategy and entrepreneurial orientation. This research was conducted in 6 districts in Jember Regency. The population of this study was 40,258 business owners consisting of 37,714 small business operators and 2,544 medium business entrepreneurs. The number of samples in this study was 100 business people. This sample selection considers that in general small and medium scale business actors have similar characteristics so that 100 people are considered to have represented the population. This research uses Structural Equation Modeling Partial Least Square (SEM PLS) and is processed with SmartPLS version 3.2.7 to evaluate the research model while developing and testing hypotheses through two stages, namely outer model testing and inner model testing. Outer model testing aims to determine the value of latent variable relation, cross-loadings, construct validity and reliability, and R Square (R<sup>2</sup>). The testing of the inner model aims to find out the value of the path coefficient, the inner T-statistic model, and the value of the total effect, which shows the level of variation in the changes of the independent variables to the dependent variable (Hartono and Abdillah, 2009).

### IV. Results and Discussion

#### Research Result

##### SEM PLS Analysis Results

PLS-SEM test results for the influence of Resources Base View (X) on Entrepreneurship Orientation (Y1) and Competitive Advantage (Y2) can be seen in Figure 1 below.

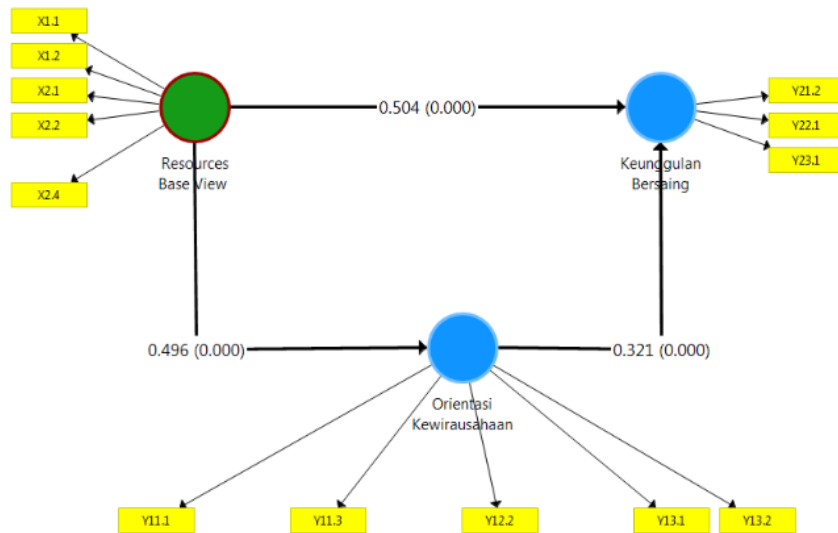


Figure 1: Hypothesis Model

The PLS-SEM model, with the addition of an entrepreneurial orientation variable as a mediating variable, explains that the addition of the variable will make an additional contribution as an explanation of competitive advantage. The coefficient of determination on the competitive advantage variable increased to 51.8% when the mediation variable was added.

In this mediated model, there is some information obtained from the analysis results. First, the path coefficient from the resource-based view to competitive advantage decreases to 0.504, wherein the model without mediating entrepreneurial orientation, the path coefficient in this relationship is 0.662. The decrease in the coefficient of this

path due to entrepreneurial orientation can mediate the relationship between the two variables. Second, the path coefficient of the resource-based view of the financial performance of 0.504 is stronger than the path coefficient of an entrepreneurial orientation towards competitive advantage. These results are consistent with the correlation coefficient of the resource-based view on competitive advantage is greater when compared with the correlation coefficient of entrepreneurial orientation towards competitive advantage. These results explain that the role of a resource base view is needed to support a competitive advantage. This relationship explains that competitive advantage requires a strong resource base view.

Assessing the results of testing the structural model (inner model) can be seen in the R-square (R<sup>2</sup>) in each endogenous construct (entrepreneurial orientation and competitive advantage), path coefficient value, t value, and p-value for each path relationship between constructs. The value of R<sup>2</sup> is used to measure the level of variation in endogenous variables, which are explained by a number of influencing variables (Hartono & Abdillah, 2009). The higher the value of R<sup>2</sup> means, the better the prediction model from the proposed model.

In this hypothetical model, the path coefficient test results from entrepreneurial orientation to competitive advantage are impressive because they are specifically closely related to the alleged entrepreneurial orientation as a mediating variable. The path coefficient on the relationship of resource base view to competitive advantage decreases to 0.504. This can be explained because there is a significant contribution to competitive advantage sourced from an entrepreneurial orientation.

Table 1: Path Coefficient Test Results on the Inner Model

Relationship	Path coefficient	Standard Deviation	Statistics t	P
<b>Direct Effects</b>				
Resource base view --> Entrepreneurial orientation	0.496	0.071	6.972	0.000
Resource base view --> Competitive advantage	0.504	0.063	7.999	0.000
Entrepreneurial orientation --> Competitive advantage	0.321	0.068	4.746	0.000
<b>Indirect Effects</b>				
Resource base view --> Competitive advantage	0.159	0.042	3.818	0.000

Hypothesis models are calculated using SmartPLS version 3.2.7 to find out the significance of the path coefficients that exist in the model or the significance of hypothesis support (Hartono & Abdillah, 2009; Ghozali, 2008). The path coefficient is significant if p is less than 0.05; a summary of the inner model results is explained in Table 1. Interpretation of the relationship between variables can be explained as follows:

- 1) The resource-based view on entrepreneurial orientation has a coefficient in a positive direction. The calculation results show that the path coefficient of 0.496 with a t-statistic of 6.972 (p < 0.05) provides a decision that the resource-based view has a significant effect on entrepreneurial orientation.
- 2) The resource-based view on competitive advantage has a positive direction coefficient. The calculation results show that the path coefficient of 0.504 with a t-statistic of 7.999 (p < 0.05) provides a decision that the resource-based view has a significant effect on competitive advantage. The resource-based view can explain the power of competitive advantage directly.
- 3) Entrepreneurial orientation towards competitive advantage has a coefficient in a positive direction. The calculation results show that the path coefficient of 0.321 with a t-statistic of 4.746 (p < 0.05) provides a decision that entrepreneurial orientation has a significant effect on competitive advantage. High entrepreneurial orientation in the company will increase competitive advantage.
- 4) The indirect effect of the resource-based view on competitive advantage through entrepreneurial orientation has a coefficient with a positive direction  $0.496 \times 0.321 = 0.159$ . The calculation results show that the coefficient of an indirect effect of 0.159 with a t-statistic of 3.818 (p < 0.05) provides a decision that entrepreneurial orientation mediates the impact of resource base view on competitive advantage. Specifically, on the effect of the resource-based view on competitive advantage, a total effect of 0.663 is obtained from the sum of direct and indirect effects. Then obtained the variance account for (VAF) of 23.98%, which is calculated from the ratio of the indirect impact to the total effect. Hair et al. (2014) based on the value of VAF divides the nature of mediation into three, namely not mediating if the VAF is < 20%,

partial mediation in the VAF between 20% -80%, and complete mediation (complete mediation) if the VAF is more than 80%. In the results of this analysis, the mediating nature of entrepreneurial orientation is partial mediation.

### Discussion

In this study, there are four hypotheses. Based on the results of the inner model coefficient test, all hypotheses are supported. Furthermore, a detailed explanation of each hypothesis will be presented as follows:

- 1) Hypothesis 1 states that the Resources Based View Strategy influences the entrepreneurial orientation of small and medium-sized businesses. The resource-based view of entrepreneurial orientation has a coefficient in a positive direction. The calculation results show that the path coefficient of 0.496 ( $p < 0.05$ ) provides a decision that the resource-based view has a significant effect on entrepreneurial orientation. The results of this test explain that H1 is supported.
- 2) Hypothesis 2 states that the Resources Based View Strategy influences the competitive advantage of small and medium businesses. The resource-based view of entrepreneurial orientation has a coefficient in a positive direction. The calculation results show that the path coefficient of 0.504 ( $p < 0.05$ ) provides a decision that the resource-based view has a significant effect on competitive advantage. The results of this test explain that H2 is supported.
- 3) Hypothesis 3 states that the entrepreneurial orientation of small and medium businesses affects the competitive advantage for small and medium enterprises. The entrepreneurial orientation towards competitive advantage has a positive direction coefficient. The calculation results show that the path coefficient of 0.321 ( $p < 0.05$ ) provides a decision that entrepreneurial orientation has a significant effect on competitive advantage. The results of this test explain that H3 is supported.
- 4) Hypothesis 4 states that the entrepreneurial orientation of small and medium businesses mediates the effect of resource-based views on the competitive advantage for small and medium enterprises. The calculation results show that the indirect effect coefficient of 0.159 ( $p < 0.05$ ) provides a decision that there is a mediating effect of entrepreneurial orientation on the impact of resource base view on competitive advantage. The results of this test explain that H4 is supported.

Resource-Based View is one approach in designing a strategy to achieve excellence (competitive strategy) by using the company's internal resources. Excellence is achieved if these resources are only owned by the company or competitors are not easy to imitate. For this reason, it is necessary to identify factors that influence the existence of resources, whether from supply constraints or continuous innovation efforts. The resource-based strategy is developed by paying attention to the availability of resources Management of resources in relation to strategy is influenced by the manager's perspective, whether outside-in or inside-out.

The second application of perspective in managing resources can be applied to service providers on a small scale or service industries on a large scale. Given the characteristics of services, the strategy of achieving resource-based excellence needs to pay attention to difficulties (pitfalls) such as differences in expectations and needs of various customers at the same time. A successful strategy is a result of how all company exponents carry out their responsibilities, regardless of the level of their position, or whether the company is equipped with technology or not. Management of resources as a basis for business strategy in the company and the service industry requires an interface between the strategy and operations because this affects the service experience by the customer.

### V. Conclusion

Based on data analysis and discussion of the influence of exogenous resources base view variables on endogenous variables of entrepreneurial orientation and competitive advantage in small and medium businesses, a number of conclusions can be drawn as follows: Variables Strategy Resources Based View affect the entrepreneurial orientation of small and medium businesses. The resource-based view of entrepreneurial orientation has a coefficient in a positive direction. The calculation results show that the resource-based view has a significant effect on entrepreneurial orientation, this explains that H1 is supported. Variables Strategy Resources Based View affect the competitive advantage of small and medium businesses. The resource-based view of entrepreneurial orientation has a coefficient in a positive direction. The calculation results show that the resource-based view has a significant effect on competitive advantage, this explains that H2 is supported. The entrepreneurial orientation variable of small and medium businesses affects the competitive advantage of small and medium businesses. The entrepreneurial orientation towards competitive advantage has a positive direction coefficient. The calculation results show that entrepreneurial orientation has a significant effect on competitive advantage, it explains that H3 is supported. The entrepreneurial orientation variable of small and medium businesses mediates the effect of Resources Based View

on the competitive advantage of small and medium businesses. The calculation results show that the coefficient of indirect effect provides the decision that there is a mediating effect of entrepreneurial orientation on the effect of resource base view on competitive advantage. The test results explained that H4 was supported.

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