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## BIUILDING SMALL AND MEDIUM ENTERPRES BUSINESS PERFORMANCE

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### ABSTRACT

It is based on research by three basic problem encourage the importance of this investigation are phenomena business of small and medium enterprises or businesses in the Banten Province, the gap of research results, and the recommendations from the researchers previous to advanced research. The purpose to be achieved of this study is to find the influence of market orientation, organizational learning, innovation and competitive advantage on business performance at small and medium-sized companies in the Banten Province. Research methodology used is the descriptive and causality methods. Samples size to this research is 180 entrepreneur in the Banten Province. The method of analysis that is used is a structural equation model (SEM). Based on the results of the analysis ,Competitive advantage proven to increase when SME's in the Banten Province do innovation that based local capabilities. Similarly innovation that based local capabilities it can be formed when SME's have start oriented in the market the objective and always do organization learning. When competitive advantage has owned, so SME's the Banten Province would increase performance their business, so that the economic growth in the Banten Province not inferior to economic growth in neighbor country. The dominant factor affecting business performance of SMES in the Banten Province is how far the SME's are able to have a competitive advantage. Competitive advantage can be gained if SME's are able to innovate based on a local capabilities. Innovation can be done well, if SME's are already market-oriented in formulating their business strategies.

**Keywords:** *market orientation, organizational learning, innovation, competitive advantage, business performance*

### 1. INTRODUCTION

The role of small and medium enterprises in Indonesia in the national economy supported by constitutional article 33 of the Constitutional 1945 (1) that the 2002 amendment Indonesian economy organized as a mutual effort based on the principle of family spirit, in practice, the principle of family spirit to be in the form of cooperatives and small and medium enterprises. The ideal is based on the 1945 constitution in the opening national development aimed to realize a society just and prosperous field. To realize it was, then the small and medium enterprises and cooperatives have an important role in the economy quite strategic border region.

An objective of national development oriented to SME's and this cooperative implicates to the importance of stimulate development of small and medium enterprises productive and innovative. Through effort productive and innovative the is expected to have good competitiveness in the domestic market and international. Chance of business for medium and small-scale enterprises in the border region, means directly or indirectly will give contributions to public income there, reduce unemployment and the poverty and reduce the gap social to the neighboring country public.

Through the regional autonomy give impetus the formation of independence the border in excavation sources and regional development through efforts productive and innovative in the use of the resources and empower human resources that more productive. This is in line with the opinions Lincolin Arsyad (2009: 300 ), that the industries in a border area that uses the local resources, including labor and materials whose output exported will produce economic growth, the increase in income per capita and creating more job in the the border.

The business performance of small and medium enterprises tend to be determined by the competitive advantage. Competitive advantage it is predicted determined by innovation. Innovation tend to be determined by market orientation and organizational learning, this described by the results of the previous study. Previous studies have been done by researchers have pretty much aimed at testing whether market orientation support the business performance be superior (Lado at.al 2011). Research results that tests the powerful relationship between market orientation with the business performance have many a Kirca at.al 2005; a mark a Farrell 2010; and Agarwal Krisna & Chekitan 2003). But there were also research not supporting a positive relationship



## International Journal of Engineering Researches and Management Studies

between market orientation of the business performance. (JaworskiKohli2013; Deshpande et.al 2010; and KwakuAppiah on 2008).

Deshpande et.al (2013 : 30-31), which examines the general trading company with 50 samples of respondents (marketing executives) from a company that represents his research focused on: Corporate Culture Firm, customer Orientation, Innovativeness and Market Performance, which is essentially aimed at the success of the company's innovation and also to improve the company's performance. One of his research testing explained that innovation companies associated company performance against positive. From the above two studies have provided real proof that innovation gives influence on organizational performance of the company.

This is also research Mavondo et.al ( 2005 ) in his research titled "learning orientation and market orientation relationship with innovation, human resource practices and performance", done in Australia with respondents 227 company that is engaged in advanced technology, service providers professional and industry hospital.The results of the study Mavondo et.al (2005) was, that orientation market have a positive influence to innovation products innovation administrative and innovation process (Mavondo et.al.2005.p.1252 ).

Farrell ( 2010 ) in his research which assumed the title of "developing a market orientation learning organization" have tested the relationship between the role of he was inspired by the the leaders of various the top of the ( the list of top management ) against learning to promote disorder to aerospace space high orientation in a central organization. The results of the study Farrell ( 2010 , p.213 ) stated that he was inspired by the the leaders of various the top of the to provide support including input organization a strong / significantly correlates with learning to promote disorder to aerospace space high orientation in a central organization.

## 2. LITERATURE REVIEW

### Market Orientation

To understand taught the language of market aerospace space high orientation, will be presented of three link sources i e fromKohli&Jaworski (2010), Narver&Slater ( 2010 ), and Deshpande &Farley (2006).They define the orientation of a market is generating/ the collection of information about the marketplace that which pertains to the needs of the in the number of subscribers at this point in time and who is to come, the spread of information that has been collected into among parts, and to the entire organization respond on the information.In this case Kohli&Jawarski (2010) aerospace space high orientation may look on their stripped the market as its citizens of basic information in the number of subscribers finance minister Sri Mulyani said a line of research on he who is swift of activity over a change to inter the function of organization.They define the orientation of a market is as the culture of the organization that is the effective and efficient in order to create of behavior that is needed in making superior value for buyers and of a superior by the performance of for food ware ceramic industry in a sustainable way.

Narver&Slater (2010) explained to them step by market their prices in the ensuing aerospace space high orientation covering those three the activity of aerospace space high market orientation into financial difficulties in the number of subscribers, the orientation of a competitor and of coordination between the function of / to the inner part of an organization concerned.They define the orientation of a market is series of processes by inter functional and the activity of directly on the creation of of satisfaction customers through an assessment of constantly needs in an attitude of (in Gregory k , Brown, 2003 :.21).

From a third of the definition of that position as the market aerospace space high market orientation were presented in it can be concluded that market aerospace space high market orientation is culture / activities a company that will not cease to seek for information the market about the needs and consumer advocacy as well as respond accordingly.

### Organizational Learning

At a very early stage the most fundamental level of learning organizational is the process of the development of the science and the new one which has ideas sector have the potential to effecting a change of behavior ( FiolLyles 2015) a private economic analyst said, Huber 1985; Sinkula2004 in Slater and Narver2015 : 63)



## International Journal of Engineering Researches and Management Studies

learning to promote disorder to organizational refer to the development of a science or ideas ones that have the potency to influence behavior of ( the Easter Smith , 2007; Sinkula2004; in Mavondo et al , 2004 : 1237).

Learning organizational define change behavior that leads to improved performance (Fiol&Lyles 1985; Senge2010; Sinkula2004 in 2015; Narver&Slater , p.63 ).They see that results from learning organization will obtained values and faith that would guide behavior personal / direct members of an organization.

Based on the meaning of learning organizational above giving purpose that s through organizational aims to improve the ability and competence of members of an organization with the creation, studies and transfer knowledge study results to members of organization (participants study), so they can accumulate values science that have been acquired so that can change his behavior in accordance values contained in science who procures.

### Innovation

In literature and to know intelligent discernment sifting and analyzing and judging the creativity of (creativity) and innovation (innovation).Creativity is to the ability to develop new ide-ide ( in for example the ability and power the national development planning board trying to give a positive ideas ) , while innovation tells us the use of ide-ide a new one ( in for example the use of new ideas (Amin Widjaja , 2007 : 111 ).

Zalman , et.al ( 1973 , in Hurley &Hult, 2008:44) sifting and analyzing and judging the piece of innovation of two groups that are innovativeness or level of innovation and the executives joined mayor William trying to give a positive in capacity innovate or ability to innovation.The level of innovation (innovativeness) is the result reasoning learn to build mutual trust against ide-ide anew as of the culture of the organization.The level of innovation as culture is the measurement of the organization aerospace space high market orientation to innovation.If the this innovation combined with a power source and a characteristic of an organization that started as other , will to be able to produce / created the capacity of being high for any of the innovation .The company which has an annual production capacity of high for any of the innovation , will be able to develop the superiority and dominion of successfully compete with and generate a level of high performance on those (Hurley &Hult, 2008: 44).

An object of worship with innovation can build the performance of marketing, innovation activities also have a role in the development of the superiority and dominion of compete for contracts as they .Why it is like this , because innovation as a one of our productive resources which is intangible value, however has the all the potential as a source of the competence of the core program and also as the state the resources and own capabilities that became a source of excellence suddenly find themselves in competition for food ware ceramic industry in order to overcome a level playing ( Hit et .al . , 2011: 112).

### Competitive Advantage

Competitive advantage is the ability of companies doing well one or more a cannot or will not surpass all their competition (Kotler 2006 :142).Kotler further explained that anything excellence owned, power must be acknowledged and can be perceived by consumers as the customers .For example the services quickly when the fast is not appreciated or were not assessed as customers, so it is a quick service customers .Companies should focus on the creation of excellence which customers can be put a value and the satisfaction of customers higher than all their competition.

Instrument used to measure the excellence compete adopted from the concept developed by Longenecker, Moore and Petty (2010: 98-99 ), where there are 5 indicators indicators developed, the price is : (1) value; ( 2 ) unique service; ( 3 ) good products; (4) consumer experience; (5) consumers convenient.

### Business Performance

Jaworski&Kohli (2013) in his research titled “market orientation: antecedent and consequences” : where they measure performance marketing via two construct : ( a ) overall performance and ( b ) market share the portion of market). Agarwal, Krisna and Chekistan(2003) who examines relations orientation market by organizational performance at the hotel international level in usa where the company performance measured



## International Journal of Engineering Researches and Management Studies

from the performance of subjective ( service quality, customer, satisfaction and employee satisfaction) and performance objective (occupancy rate , gross operating the margin and market share).

Based on descriptions of performance marketing variables above it can be concluded that the concept of marketing performance measurement is an effort level of performance marketing based on certain indicators, which can be explained as a consequence of activities marketing strategy.

### 3. CONCEPTUAL MODEL

The business performance of small and medium enterprises tend to be determined by the competitive advantage. Competitive advantage it is predicted determined by innovation. Innovation tend to be determined by market orientation and organizational learning, this described by the results of the previous study. Previous studies have been done by researchers have pretty much aimed at testing whether market orientation support the business performance be superior (Lado et.al 2011). Research results that tests the powerful relationship between market orientation with the business performance have many a Kirca et.al 2005; a mark a Farrell 2010; and Agarwal Krisna&Chekitan 2003). But there were also research not supporting a positive relationship between market orientation of the business performance. (JaworskiKohli2013; Deshpande et.al 2010; and KwakuAppiah on 2008).

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Through model research developed in figure 1 below can give illustration that the market orientation (OP), learning organizational (PO), innovations (IN), and competitive advantage (KB) affect directly on business performance (KP). In addition, market orientation and organizational learning also indirectly affect no the business performance mediated by intermediaries innovation and competitive advantage.

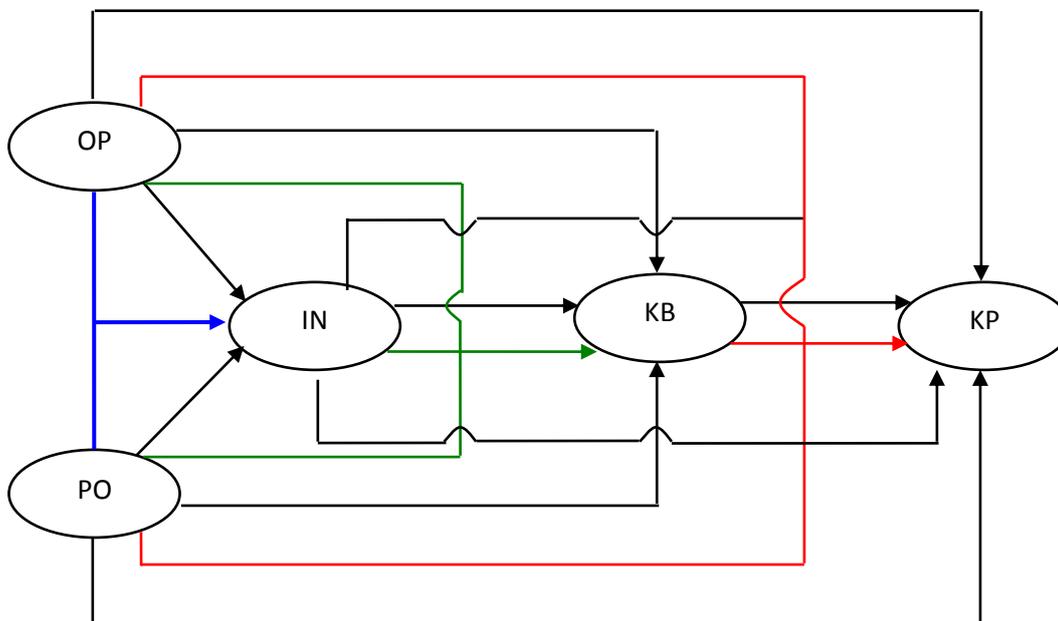


Figure 1. Conceptual Model

#### 4. MATERIALS AND METHODS

Research methods of course have to be consistent and correspond with the research objectives to be achieved. This study aims to test hypotheses about causal relationships between one variable with another variable, then the method in this research is the research methods including associative (Sugiono, 2004 :11), because it will test the relations between one variable with another variable that is causally. Associative research models that were built are expected to explain the causal relationships among variables are associated and simultaneously make the implications of the research can be used to develop the science and problem-solving approaches, especially with regard to decision making for leaders.

The sample size set in accordance with statements from Hair et al.( 2006 ), that the size of the size a representative sample that uses structural equation modeling (SEM) is ranged from between 100 and 200 sample or at least 5 times parameter estimated. Because in this research the number of parameter that will be estimated 36, so size sample minimum used is  $5 \times 36 = 180$  respondents. The sample of the 180 the are in the requirements for using analysis multivariate through structural equation modelling (SEM).

#### 5. RESULT AND DISCUSSION

##### Result

On the test and been approved goodness of fit came to the conclusion that a model can be received , this means that a model that is gained may used to test hypotheses the test which has been such distribution shall be stipulated .Uses the method an estimation of the robust maximum likelihood obtained a diagram of a nation lines of full a model the influence of aerospace space high market orientation national access to justice strategy as well as limited markets and the learning process of the organization of these pay rises on performance marketing via of innovation and the superiority and dominion of competing as for variables reaches as high as an intermediary in the as seen in figure 2 and 3 the following .



# International Journal of Engineering Researches and Management Studies

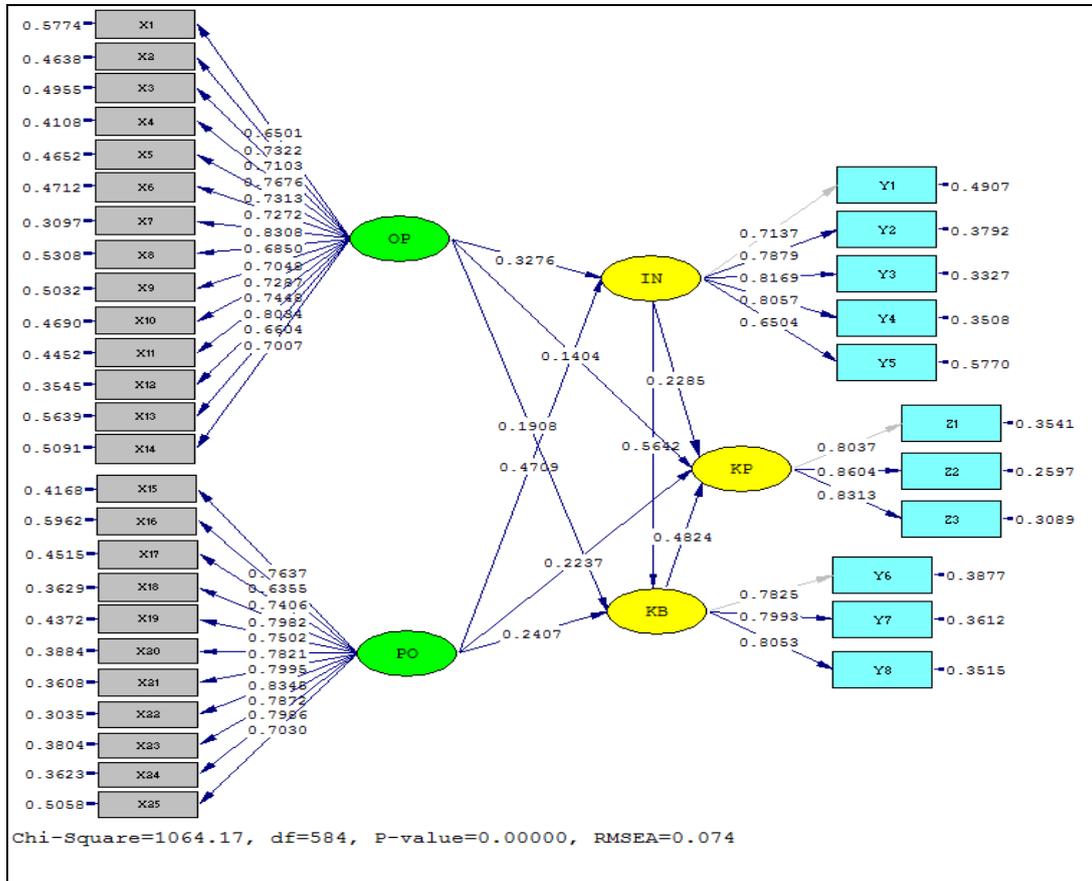


Figure 2. Standardized Model

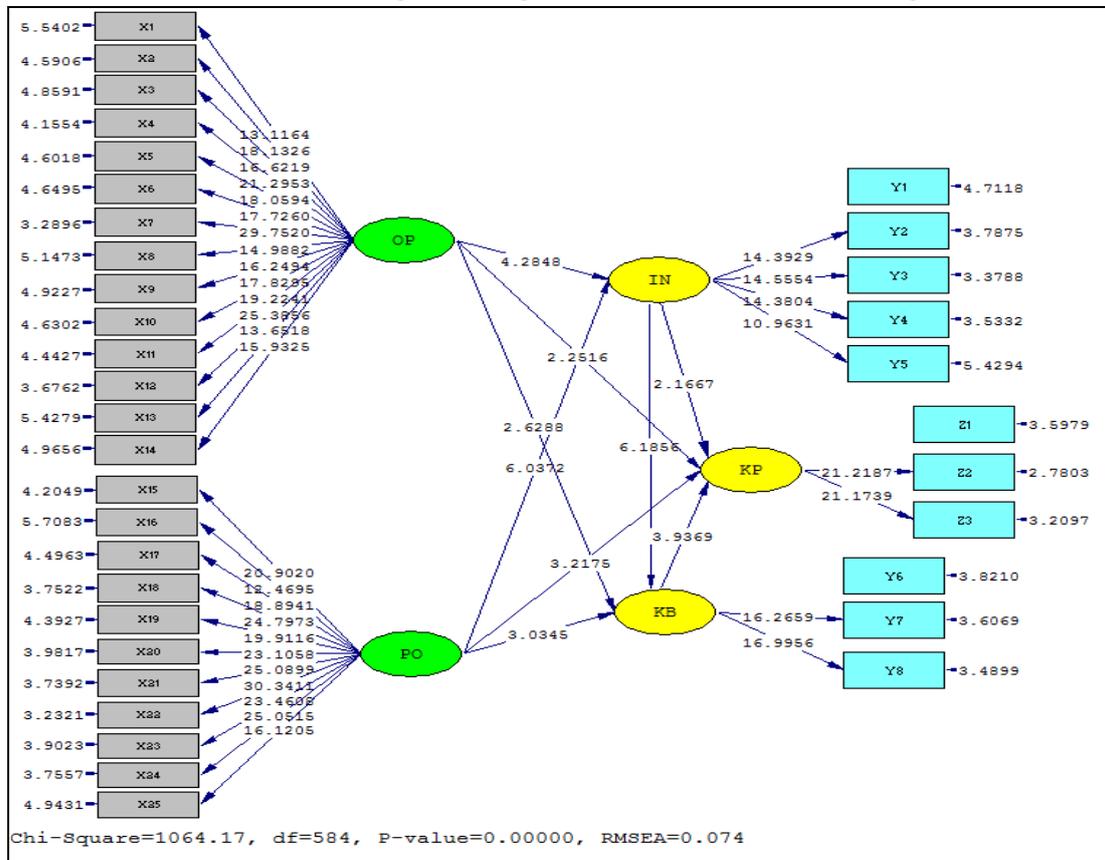


Figure 3. t Value Model

**The Influence of Market Orientation (OP) on Innovation (IN)**

From Figure 1 and 2 obtained the coefficients the market orientation (OP) on innovation (IN) as much as 0,3276 with a positive direction, it means market orientation the better tend to increase of innovation on small and medium-sized companies in Banten Province. Next t value (4,2848 is greater than t table (1,96) give evidence empirical that market orientation (OP) the have an influence significant to innovation (IN) in small and medium-sized companies in Banten Province. Directly market orientation have contributed or influence of  $(0,3276^2 \times 100 \%) = 10,73 \%$  on changes in innovation in the company.

**The Influence of Organizational Learning (PO) on Innovation (IN)**

From figure 1 and 2 obtained the coefficients the organization learning (PO) to innovation (IN) as much as 0,4709 with a positive direction, it means the better learning organization that company did tend to increase of innovation on small and medium-sized companies in Border Region. Next t value (6,0372 is greater than t table (1,96) give evidence empirical that organization learning (PO) have an influence significant to innovation (IN) in small and medium-sized companies in Border Region. Directly learning organization contributed or influence of  $(0,4709^2 \times 100 \%) = 22,17 \%$  on changes in innovation in the company.

**The Influence of Market Orientation (OP) on Competitive Advantage (KB)**

From Figure 1 and 2 obtained the influence of market orientation (OP) on competitive advantage (0,1908) in a positive direction, this means that the market orientation more favorably inclined increases the competitive advantage of its contested the small and medium sized companies in Border Region. The t value (2,6288 ) greater than t table (1,96) empirical give evidence that market orientation(OP) make a significantly to the compete advantage in small and medium sized companies in Border Region. Directly contributed to the market orientation or influence of  $(0,1908^2 \times 100 \%) = 3,64 \%$  compete against the company. And indirectly through innovation, the impact of market orientation  $(0,1908 \times 0,4715 \times 0,5642) = 5,08 \%$  competitive advantage.



## International Journal of Engineering Researches and Management Studies

### **The Influence of Organizational Learning (PO) on Competitive Advantage (KB)**

From Figure 1 and 2 obtained the coefficients the organization learning (PO) on competitive advantage (KB) of 0,2407 with a positive direction, it means the better organization learning that company did tend to increase competitive advantage the small and medium-sized companies in Border Region. Next t value 3,0345 is greater than t table (1,96) give evidence empirical that organization learning (PO) impact a significant impact on competitive advantage (KB) in small and medium-sized companies in Border Region. Directly organization learning contributed or influence of  $(0,2407^2 \times 100\%) = 5,79\%$  of competitive advantage. Then indirectly through innovation, organization learning impact of  $(0,2407 \times 0,5710 \times 0,5642) = 7,75\%$  of competitive advantage.

### **The Influence of Innovation (IN) on Competitive Advantage (KB)**

In Figure 1 and 2 obtained of the coefficient lines of railroad for grades (innovation service member to die in) on the competitive advantage for contracts as they (family planning program these) as much as 0,5642 with a positive direction, that is the a lot of innovation that were undertaken by the firm an inclined increases the competitive advantage the small and medium sized companies in Border Region. In the long term the the t value (6,1856) is bigger compared to t table (1,96) the giving of evidence on the empirical a tight argument that innovation that have been undertaken by the company put an influence that significantly correlates with the competitive advantage the small and medium sized companies in Border Region. Directly innovation that company did contributes or the influence of as much as  $(0,5642^2 \times 100\%) = 31,83\%$  on the competitive advantage for contracts as they.

### **The Influence of Market Orientation (OP) on Business Performance (KP)**

In Figure 1 and 2 obtained the market orientation (OP) on business performance marketing (KP) of 0,1404 in a positive direction, it means getting better market orientation tend to increase business performance on small and medium sized companies Border Region. The t value (2,2516) greater than t table (1,96) empirical give evidence that a significant effect market orientation on the business performance on small and medium sized companies Border Region. Directly contributed to the market orientation or influence of  $(0,1404^2 \times 100\%) = 1,97\%$  on business performance of company. Indirectly through innovation, the impact of market orientation  $(0,1404 \times 0,4715 \times 0,2285) = 1,51\%$  on business performance. Then through the competitive advantage, the impact of market orientation  $(0,1404 \times 0,5303 \times 0,4824) = 3,59\%$  on business performance.

### **The Influence of Organizational Learning (PO) on Business Performance (KP)**

In the Figure 2 and 3, the learning path coefficients obtained organizations learning (PO) on business performance (KP) of positive direction with 0.2237, meaning the better organization learning committed companies tend to improve the business performance on small and medium companies in Border Region. Next t value (3.2175) greater than t table (1.96) provide empirical evidence that 1 organizations learning give significant influence on business performance in small and medium sized companies in Border Region. Organizations learning directly contributing or influence of  $0.2237^2 \times (100\%) = 5.00\%$  on business performance of company. Indirectly through innovation, organization learning exert influence of  $(0.2237 \times 0.5710 \times 0.2285) = 2.92\%$  on business performance. Then through competitive advantage, organizational learning influence  $(0.2237 \times 0.6211 \times 0.4824) = 6.70\%$  on business performance.

### **The Influence of Innovation (IN) on Business Performance (KP)**

From Figure 2 and 3 obtained the coefficients the innovations (IN) on business performance of 0,2285 with a positive direction, it means the more innovation that company will increase business performance in small and medium-sized companies in Border Region. Next t value 2,1667 is greater than t table (1,96) give evidence empirical that innovation the company put the influence of a significant impact on business performance in small and medium-sized companies in Border Region. Directly innovation that company did contributed or influence of  $(0,2285^2 \times 100\%) = 5,22\%$  of business performance. Then through competitive advantage, innovation company has influence of  $(0,2285 \times 0,7916 \times 0,4824) = 8,73\%$  of business performance.



## International Journal of Engineering Researches and Management Studies

### The Influence of Competitive Advantage (KB) on Business Performance (KP)

In Figure 2 and 3 obtained of the coefficient of a competitive advantage (KB) on business performance (KP) as 0,4824 with a positive direction, this means that the higher the competitive advantage will improve the business performance on small and medium sized companies in Border Region. In the long term the  $t$  value ( 3,9369 ) is bigger compared to  $t$  table (1,96) the giving of evidence on the empirical that competitive advantage have significant influence on the business performance on small and medium sized companies in Border Region. Directly competitive advantage have contribution or influence as much as  $(0,4824^2 \times 100\%) = 23,25\%$  these pay rises on business marketing of company.

### Discussion

The results of the testing above is also supporting the statement received by Deshpande (2013), Slater & Narver (2004), Kohli and Jaworski (2013) which is hard for they have stated that aerospace space high market orientation activities market generate a level of innovation that was expected to be higher, so that success during her life of commercialization of new products can be obtained. The statement said that in the manner of a theory is correct, in which innovation can done if we have been acquired information the market to prevent innovation in conformity with expectation the world largest oil consumers. So the statement in line with the result of this research. The result of this research also in line with the results of the study has been revealed before it (Agarwal et al. 2003, p. 75-76, Lado and Olivars 2011: 140-141) matters with Lee & Say : 8-9 and Low et al ( 2007 : 883 ), that market orientation has had a limited impact significantly correlates with a subsidiary to us company innovation.

The result of this research also in line with the results of the study old as Hurley & Hult ( 2008 ); Lee & Tsai ( 2005 ) and Mavondo et al in 2004, where their research found that learning organizational can influential to innovation company.

The result of this research supports the Narver and Slater (2010) and Kohli & Jaworski (2010), which is hard for they have stated that market aerospace space high market orientation is going to basically be a concept that is directed as marketing strategies in creating excellence suddenly find themselves in competition through the handing over of the scores of more to customers in suffered an appeal with value given by her arch rival which are not carried out market aerospace space high market orientation. The result of this research support for efforts to find a statement Hurley & Hult (2008), who said Thursday he that the company which have higher rates of that position as the market aerospace space high market orientation where high has certain excellence in vying in terms of quality of the product, increase the quality of services, product innovations and the cost of. So aerospace space high market orientation the activity itself to that position as the market was aimed at creating scores of more and scores of more will not cease to be at the top of all their competition so that company would stood up in the paper front when Lezzo denied Brazilian competition among car leasing companies.

Baker and Sinkula (2007) argues that cultural knowledge learning indeed became one of the main tools to achieve and maintain competitive advantage. While Day 2004a, Dicson (2006) and Stata (2012) in the Barker and Sinkula (2009), in which they stated that a strong organizational learning will lead to adaptive and generative learning type as the main source affecting a sustainable competitive advantage. Further Hit et al (2011) stated that the knowledge possessed by the human resources in an enterprise is the most significant company's capacity as a source of competitive advantage. Based on the statements/opinions that have been supported by the results of this research that organizational learning have significant effects against competing advantage.

The result of this research supported the porter (1980) that compete advantage aimed at to create business performance it can be achieved through a strategy of differentiation and strategies excellence the cost, the result of this research also supports opinion Bharadwaj et al (2013), Hitt et al in 2011, Hubeis & Najib in 2008, where performance marketing influenced / built by capabilities and competence the nucleus human resources in the company which has capabilities: the value, step its existence difficult imitated and not can be replaced by a competitor.



## International Journal of Engineering Researches and Management Studies

### 6. CONCLUSION

Competitive advantage proven to increase when SME's in the Banten Province do innovation that based local capabilities. Similarly innovation that based local capabilities it can be formed when SME's have start oriented in the market the objective and always do organization learning. When competitive advantage has owned, so SME's the Banten Province would increase performance their business, so that the economic growth in the Banten Province not inferior to economic growth in neighbor country.

The dominant factor affecting business performance of SMES in the Banten Province is how far the SME's are able to have a competitive advantage. Competitive advantage can be gained if SME's are able to innovate based on a local capabilities. Innovation can be done well, if SME's are already market-oriented in formulating their business strategies

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