



MEDIATING ROLE OF COMPETITIVE STRATEGY AND MARKETING CAPABILITY ON THE RELATIONSHIP BETWEEN ENTREPRENEURIAL ORIENTATION AND MARKET PERFORMANCE

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Abstract

The purpose of this research is to analyze the influence of entrepreneurial orientation and competitive strategy to market capability and market performance in kapok mattress industry. So, this results can be used as a consideration for kapok mattress industry and the future research. Populations of this research are 157 owner of kapok mattress industry. The samples of this research are about 130 respondents and this research use questionnaires and documentations for collecting the research data. Data analysis in this research is using Structural Equation Modeling (SEM) method through IBM SPSS AMOS 22 program. The finding of this research show that entrepreneurial orientation affect marketing performance, competitive strategy affect marketing capability, entrepreneurial orientation affect marketing performance through competitive strategy, and entrepreneurial orientation affect marketing performance through marketing capability. In this research, we can conclude that the kapok mattress industry in Pati can increase the marketing performance by increasing entrepreneurial orientation, competitive strategy, and marketing capability. Moreover, this entrepreneurial orientation and competitive strategy in this research can be used in kapok mattress industry properly. For the future research, the other variables can be reviewed for the future research so the kapok mattress industry can find the other marketing strategy for increasing their marketing performance.

INTRODUCTION

Small and medium enterprises are one of the most contributing factors on economic growth of a country, including Indonesia (Bonita, 2013). Sakitri et al. (2017) said that many enterprises in Indonesia are dominated by small and medium enterprises. Today, SMEs in Indonesia is passing through harder phases due to the changes in the business environment (Aristiyo & Murwatiningsih, 2017). Therefore, Rangkuti (2000) states that good business planning in enterprises must have strategic plan in marketing.

One of many strategies that can be used to increase marketing performance is increasing marketing capabilities. Mawu et al. (2016) stated that fit strategic plan for increasing capability

ty could increase their ability to compete with other company. Parnell et al. (2015) stated that business strategy that is increasingly clear more easily run by companies and provide better performance results. In addition, the ability of management to recognize competitors are also important (Kuswanti & Prihandono, 2017), because of its weakness managerial and resource capabilities humans will inhibit development micro enterprise (Kuncoro, 2007).

The fundamental problem of failure company small is lack of overall strategic management, starting from disability planning effective strategies for reaching customers until failure to develop performance measurement and control system (Hunger & Wheelen, 2003), including developing behavior entrepreneurship in carrying

out strategies his company. even though success company depends on the ability of company applies the strategy their entrepreneurship to improve growth and also survival company (Hu & Zhang, 2012). Therefore, develop behavior that entrepreneurial orientation is very important to determine the right competitive strategy so the company can improve its marketing capabilities and later will improve marketing performance company.

Wang and Poutziouris (2010) said that entrepreneurial risk-taking does not affect business performance on family firms in the UK. However, Jalali et al. (2014) found the other result that entrepreneurial orientation can affect business performance on small enterprise in Iran.

There are several small and medium enterprises developing in Pati and Industry Kapok Mattress Processing is One of many industries developed. Above business competition is increasingly difficult and market changes, the perpetrators of Mattress Industry Kapok Pati Regency needs to develop new business strategies to improve performance and to maintain the company. Development of substitution products kapok mattress which is a foam mattress and springbed which offers better quality with affordable prices also influential against company competition. Therefore that, companies need to develop strategies competing entrepreneurial oriented to be able to improve capabilities marketing to reach markets wider and reach more consumers so that it will affect too to performance marketing in the company.

Table 1. Average Income of IKM Mattresses Kapuk of Pati Regency in 2017

BMonth	Income		Difference	
	(in thousands rupiahs)		%	
1	Rp	67.500,00	0	0%
2	Rp	77.000,00	Rp 9.500,00	12%
3	Rp	81.000,00	Rp 4.000,00	5%
4	Rp	124.000,00	Rp 43.000,00	35%
5	Rp	132.500,00	Rp 8.500,00	6%
6	Rp	121.300,00	-Rp 11.200,00	-9%
7	Rp	117.890,00	-Rp 3.410,00	-3%
8	Rp	119.000,00	Rp 1.110,00	1%
9	Rp	114.500,00	-Rp 4.500,00	-4%
10	Rp	113.200,00	-Rp 1.300,00	-1%
11	Rp	98.600,00	-Rp 14.600,00	-15%
12	Rp	78.900,00	-Rp 19.700,00	-25%

source: Department of Cooperatives and SMEs in Pati Regency (2018)

The table above shows the income monthly average of kapok mattress small enterprises in Pati during January until December 2017. From the data above, it can be seen that income sales of kapok mattress small enterprises look fluctuating and several times decreased income. Mattress sales revenue kapok did increase the first few months, even had time experienced a significant increase of 35% in April. But on months later income is always has decreased and only increased once in August only 1%, after that the kapok mattress income experienced a decline even decreased by 25% in December. Problems that occur above demand the actors of kapok mattress small enterprises in the Pati to be able to find a business strategy can be applied in improving performance company marketing. Therefore, researchers make entrepreneurial orientation, strategy competing, and marketing capabilities as research variables and their influence on marketing performance at kapok mattress small enterprises in Pati.

Hypothesis Development

Buyers have an important position towards company survival because income sales that obtained the company come from product sales company to buyers (Ismail, 2012). Entrepreneurs who succeed in improving value is an entrepreneur who can add value to goods and services through innovation (Saiman, 2009). Thus, we propose the first hypothesis of this study as follows:

H1: entrepreneurial orientation can affect performance marketing.

Certain resources can be made as a company's competitive strategy, so the company's competitive strategy can rely on resource capabilities available companies (Chew et al., 2008). Business strategy is a planned strategy and integrated which is arranged to improve excellence by utilizing capabilities companies especially in the field of marketing (McDermott et al., 2003). Reading failure interpret, and take action in atmosphere change that causing the company to fail to exploit existing marketing opportunities and reduce the threats that will face it (Setiyaningrum et al., 2015). Thus, we propose the second hypothesis of this study as follows:

H2: Competitive strategies can affect marketing capabilities

Entrepreneurial toughness as the economic driver lies in creating new value continuously (Saiman, 2009). Behavior entrepreneurship is

an important point affect product development, innovation, and related designs, and also approaches to determine competitive strategies (Kocak et al., 2017). Businessmen, executives, or businessmen practitioners are currently taught to be able to integrate company strategy with company achievements. Though some other researchers also stated that some new companies will adjust the structure internal company to get a strategy the most appropriate marketing (McDermott et al., 2003). Therefore, competing strategies is one strategy that can be used by the company for improving company performance (Chew et al., 2008). Thus, we propose the third hypothesis of this study as follows:

H3 : Orientation entrepreneurship affect marketing performance through competitive strategies.

Marketing capabilities are described as a form of internal management creating, connecting, using company capability to create and show company value to consumers (Falasca et al., 2017). Ability show the ability possessed company to coordinate resources owned and empowered resources these are productive (Ismail, 2012). A resource-based perspective from company advocate results that expected from the company's management efforts is the creation and delivery of sustainable competitive advantage in the end is the achievement of business performance superior (Mawu et al., 2016). Thus, we propose the fourth hypothesis of this study as follows:

H4 : entrepreneurial orientation affects marketing performance through marketing capabilities.

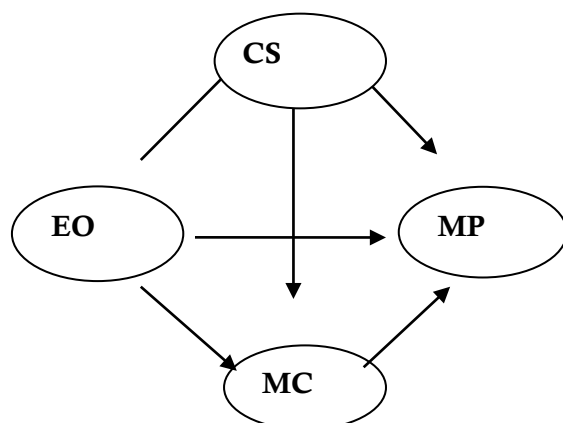


Figure 1. Research Model

EO = Entrepreneurial Orientation; CS = Competitive Strategy; MC = Marketing Capabilities; MP = Marketing Performance

METHOD

The population in this study is all owner of kapok mattress enterprises in Pati. Based on data from Pati District Statistics Center in 2017, It is known that the number of kapok mattress enterprises perpetrators Kapok in Pati District is about 157 perpetrators. Then the population of this study is 157 members. Retrieval technique the sample used is a technique sampling in SEM according to Ferdinand (2014) where the number of samples is the number of indicators multiplied by 5-10 parameters and minimum sample size 100 respondents (Ferdinand, 2014). By therefore, by multiplying 13 indicators multiplied by 10 it can be seen that Research samples were 130 respondents.

Data collection methods used in this study questionnaire and documentation. The questionnaire is closed and using a Likert scale as respondent's answer measurement. While the data analysis method is in this study uses analytical methods Respondent's descriptive data and structural method equation (SEM) through the program IBM SPSS AMOS 22.

The variables in this study consist of two main variables are exogenous variables and endogenous. Exogenous variables are also commonly called with independent variables, while variables endogenous is usually called the dependent variable (Sanusi, 2011). Exogenous variable inside this study consists of Entrepreneurial Orientation variables (EO) with an attitude indicator innovative, risk-taking, and proactive. Endogenous variables in this study consist of the other three variables in this study namely Competitive Strategy (CS) with strategy indicators cost advantages, differentiation, and focus; Marketing Capability (MC) with indicators product development, marketing communication, business relations, and pricing; and performance Marketing (MP) with improvement indicators sales, increase in sales, and increase in profits.

RESULTS AND DISCUSSION

Based on the research that has been conducted on the perpetrators of IKM Kasur Kapuk Pati Regency, it can be seen that most of the IKM Kasur Kapuk Pati Regency is produced in the District Cork. The kapok mattress IKM players Pati Regency produces kapok mattresses and floor mattresses in various sizes and design. The perpetrators of IKM Kasur Kapuk Pati Regency also produces pillows and kapok cotton. At present, IKM Kasur actors Kapuk has also

begun to innovate with producing pillow rolling animated characters and make sofabed.

Percentage Descriptive Analysis Answers

Respondents

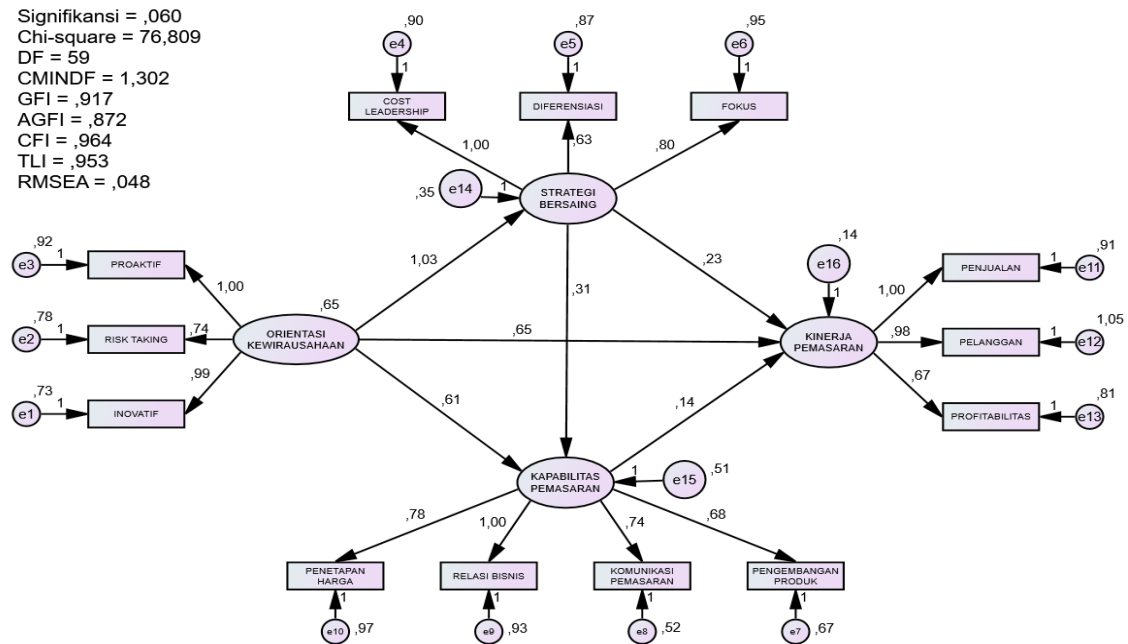
Based on the research, it can be known that the average respondent's answer to entrep-

Model Feasibility Test

Full model SEM analysis is performed after analysis to level unidimensionality of indicators forming latent variables. Analysis of results data processing in the full SEM model is the result of the model feasibility test SEM, here is a full picture of the SEM model:

MODEL FIT :

Signifikansi = ,060
Chi-square = 76,809
DF = 59
CMINDF = 1,302
GFI = ,917
AGFI = ,872
CFI = ,964
TLI = ,953
RMSEA = ,048



Sumber: Test Result AMOS22 (2018)

Figure 2. Full Model

reneurial orientation variable is very good, excellent competitive strategy, capability good marketing, and very marketing performance good. In variable Entrepreneurial Orientation, a proactive indicator has the lowest average percentage of answers compared with two other indicators that are an innovative and brave indicator risk but still included in good category. In the Strategy variable Competing, an indicator of cost advantage has the lowest percentage answer compared differentiation and focus indicators but still included in the good category. In variables Marketing Capability, capability indicators looking for business relationships has a percentage lowest compared to indicators develop product, communication marketing, and setting prices however still included in the good category. Whereas in the variable Marketing Performance, Customer growth indicators have the lowest percentage compared to sales and growth indicators profit growth but answer category still in good category.

Table 2. Goodness of Fit Index

Goodness of Fit	Cut Value	Off Hasil Model	Keterangan
Sig	≥ 0.05	0.060	Good
Chi-square	DF 59 < 77.931	76.809	Good
CMIN/DF	≤ 2.00; ≤ 3.00	1.302	Good
GFI	≥ 0.90	0.917	Good
AGFI	≥ 0.90	0.872	Marginal
CFI	≥ 0.95	0.964	Good
TLI	≥ 0.95	0.953	Good
RMSEA	≥ 0.03; ≤ 0.08	0.048	Good

Source: AMOS 22 Test Results (2018)

Through the model feasibility test (goodness of fit) it can be seen that the structural model used in this study good and can be used to attract conclusion, even though the AGFI value

still has not fulfilled the goodness of fit index criteria ($0.872 \leq 0.90$) but the value is still can be accepted marginally the structural model is still feasible and declared fit.

Based on the fit model in the equation the above structure, the model equation is compiled structural as follows:

Table 3. Structural Equation

Structural Equation
CS = 1.03 EO + 0.35
MC = 0.61 EO + 0.31 CS + 0.51
MP = 0.65 EO + 0.23 CS + 0.14 MC + 0.14

The structural equation above can describe as follows:

Competitive Strategy = 1.03 Entrepreneurial Orientation + 0.35

The above equation shows that if the entrepreneurial orientation is experienced increase of 1, it will be followed by an increase in the competitive strategy of 1.03 with an error of 0.35.

Marketing Capability = 0.61 Entrepreneurial Orientation + 0.31 Competitive Strategy + 0.51

The above equation shows that if marketing capabilities experience increase of 1, then increase in entrepreneurial orientation of 0.61 plus with a competitive strategy of 0.31 error 0.51.

Marketing Performance = 0.65 Entrepreneurial Orientation + 0.23 Competitive Strategy + 0.14 Marketing Capability + 0.14

The above equation shows that if marketing performance increases equal to 1, then increase in orientation entrepreneurship is 0.65 plus strategy compete for 0.23 plus capability marketing of 0.14 with an error of 0.14.

Hypothesis testing

Test hypothesis used for knowing the effect of exogenous variables against endogenous variables. In SEM analysis, Hypothesis is accepted if the value of CR > 1.96 and value prob (P) < 0.05. The results of hypothesis testing can be seen in the table below.

Table 4. Regression Weight

	Est	S.E	C.R	P
EO → CS	1.087	.101	10.778	***
EO → MC	.425	.058	7.277	***
EO → MP	.456	.063	7.243	***
CS → MC	.270	.050	5.348	***
CS → MP	.515	.070	7.326	***
MC → MP	.385	.051	7.582	***

Source: AMOS 22 Test Results (2018)

Based on the table above, it can be known that entrepreneurial orientation influence the competitive strategy 1,087 (sig = ***). Entrepreneurial orientation affect marketing capabilities as big as 0.425 (sig = ***). Entrepreneurial Orientation affects marketing performance of 0.456 (sig = ***). Competitive Strategy affects marketing capability for 0.270 (sig = ***). Competitive Strategy has an effect on performance as big as 0,515 (sig = ***). Marketing capability affect marketing performance amounting to 0.385 (sig = ***).

Table 5. Direct Effect

	EO	CS	MC	MP
CS	1,039	,000	,000	,000
MC	,629	,266	,000	,000
MP	,742	,163	,146	,000

Source: AMOS 22 Test Results (2018)

Based on the table above, it can be known that entrepreneurial orientation is influential directly to the competitive strategy 1,039; marketing capability of 0.629; and marketing performance of 0.742. While Competitive strategies have a direct effect on marketing capability of 0.266; performance marketing of 0.163; and capability marketing has a direct effect on marketing performance of 0.146.

Table 6. Indirect Effect

	EO	CS	MC	MP
CS	,000	,000	,000	,000
MC	,218	,000	,000	,000
MP	,257	,042	,000	,000

Source: AMOS 22 Test Results (2018)

Based on the table above, it can be known that the influence of entrepreneurial orientation on marketing capabilities through competitive strategy as big as 0.218. Entrepreneurial Orien-

tation affects performance marketing through competitive strategies and marketing capability of 0.257. While Competitive strategies affect marketing performance through marketing capabilities amounting to 0.42.

Based on the description above, it can obtained the following research results:

H1 : Orientation Entrepreneurship affect Performance Marketing

The results showed that entrepreneurial orientation has a positive influence on the marketing performance of Kapok Mattress enterprises in Pati. Where Innovative indicators are the most indicators many take effect on performance marketing. results research that shows that entrepreneurial orientation can be used as a business strategy for the perpetrators Kapok Mattress enterprises in Pati who want to increase performance marketing his company. The results of the study also support some opinions from previous research like Kocak et al. (2017), Musrifah & Murwatiningsih (2017), Aristiyo & Murwatiningsih (2017), Mawu et al. (2016), Kajalo & Lindblom (2015), Jalali et al. (2014) that declare that orientation entrepreneurship can affect performance marketing significantly. Therefore, it can be concluded that hypothesis 1 is accepted.

H2 : Influential Competitive Strategy to Marketing Capability

The results showed that competitive strategies have positive and positive effects significant to the marketing capabilities of Kapok Mattress enterprises in Pati. Where is the indicator Focus strategies have the highest contribution compared with indicators others. This shows that cost advantage strategy, differentiation, and the focus used by Kapok Mattress enterprises in Pati proved to be capable improve their marketing capabilities. In previous studies, Parnell et al. (2015) state that competing strategies cannot affect capability company. But in this study, researchers found other results that stated that competing strategies affect marketing capability. This can occur because of time and object differences research or business climate change happening in business competition today. By because that, strategy compete could affect the marketing capabilities of Kapok Mattress enterprises in Pati. Thus, it can be concluded that hypothesis 2 is accepted.

H3 : Entrepreneurial Orientation affects Marketing Performance through Competitive Strategies

The results showed that Competitive strategies successfully mediate influence entrepreneurial orientation towards marketing performance of Kapok Mattress enterprises in Pati. Where innovative and focused indicators have the most contributions among other indicators. Results the research proves statements Lechner and Gudmundsson (2014) who states that competing strategies succeed mediate the influence of entrepreneurial orientation towards performance. Based on these results, it can it is known that the competing strategies are taken certainly can improve marketing performance companies, such as increased sales, number of customers or company profits. P this can be achieved if the company is able to implement the right strategy and according to company conditions. That matter also proves that competing strategies are taken by the actors of Kapok Mattress enterprises in Pati is right and in accordance with company goals so that they can improve their marketing performance. Therefore, It can be concluded that hypothesis 3 is accepted.

H4 : Entrepreneurial Orientation affect Performance Marketing through Capability Marketing

The results showed that marketing capabilities succeed in mediating influence between entrepreneurial orientation on the marketing performance of Kapok Mattress enterprises in Pati. Where are the innovative indicator and the ability to develop products has the highest contribution among indicators. The results of the study in accordance with Hatta's statement (2015) which states that marketing capabilities managed to mediate the influence of entrepreneurial orientation on marketing performance. The results of the study show that marketing capabilities are very important to improve the marketing performance of Kapok Mattress enterprises in Pati. Therefore, marketing capabilities possessed by Kapok Mattress enterprises in Pati can be increased to improve their marketing performance. Thus, it can be concluded that hypothesis 4 is accepted.

CONCLUSION

The conclusion from research this show that entrepreneurial orientation, competitive strategy, and also marketing capability can affect performance marketing of Kapok Mattress enterprises in Pati. This shows that the actors of Kapok Mattress enterprises in Pati have implemented its business strategy with well so as to be able to choose a business strategy which can improve marketing performance company.

Based on the results of this study, It is expected that the actors of Kapok Mattress enterprises in Pati can develop the company's business strategy to get more improve the company's marketing performance later on. In addition, the Kapok Mattress enterprises perpetrators in Pati can also improve some strategies still not yet applied optimally like improve proactive attitude, optimize cost advantage strategies, and also add business relations so that later the actors Kapok Mattress enterprises can improve the company's marketing performance more easily. Therefore, it is hoped that further research can be done further research by developing indicators and other variables as additional discussion from this study so that it can add insight to the people actors of Kapok Mattress enterprises in Pati and also related services in doing empowerment of regional enterprises.

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