

The Effect of Market Orientation, Learning Orientation, and Entrepreneurial Orientation on Marketing Performance with Competitive Advantage as an Intervening Variable

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ABSTRACT

This study aims to determine the direct and indirect influences of market orientation, learning orientation, and entrepreneurial orientation on marketing performance through competitive advantages in active students of the Makassar State University entrepreneurship study program. The research method used in this study is quantitative. The population in this study is all Makassar State University students for the 2023/2024 academic year with a total sample of 50 students. Based on the results of the research that has been done, this research can be a source of information or reference for teaching staff or lecturers in order to be able to direct and guide students related to the development of one's behavior in entrepreneurial desires, students are expected to be able to further deepen their knowledge related to some of the importance of marketing performance so that it is not focused on scientific theory that produced only, but also able to conduct business ventures and develop them in accordance with existing practices. For further research, efforts will be made to deepen and expand this research both in terms of variables and the development of research methods.

Keywords: market orientation, learning orientation, entrepreneurial orientation, marketing performance, competitive advantage

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1. INTRODUCTION

The development of the world's marketing in Indonesia has experienced very rapid growth. Along with progress and growth, especially in the economic sector, the demand in the affordable market segment also increases to support the development of the economic sector. In the current climate, competition, especially in specific sectors, such as the tight business industry, every market manager's effort to increase the level or quantity of demand/supply and ideally up to 100% become a challenging day that intensifies competition. The question is, how to increase the demand/supply quantity, as the high competition makes it difficult to reach a breakthrough point, applicable across the entire economic sector. The main challenge faced, especially in the business industry, is the low level of demand/supply and high operational, production, and raw material costs (Arthur et al, 2021). The strategy to be implemented to improve competitiveness and financial performance, particularly in the business industry, must develop and implement consistent sales policies and procedures in line with business strategies and also consider competition demands (Pavlatos, 2015).

This economy has improved not only due to government support but also efforts from each member of society who are active participants in the economy. Various efforts are made by individuals within the community to enhance the economy and overall well-being. These efforts are not only focused on different sectors but also involve opening various types of businesses. As businesses are crucial for boosting the economy and improving well-being, they range from micro,

small, and medium-sized enterprises (MSMEs). These include food and beverage vendors, such as those operating from home or street stalls to medium-sized businesses in shops (Zulkarnain, 2019). Food and beverage businesses, in general, face various challenges in their development, such as capital constraints. Moreover, business owners who persist in running their businesses and hope for growth are driven by entrepreneurial spirit, market orientation, and the existence of a market for their products. This aligns with previous research where entrepreneurial orientation significantly affects business performance (Lisa, 2019).

Market orientation as the implementation of an organization's culture in a company by implementing marketing strategies to achieve the company's goals for achieving advancement by competing excellently with other companies. The concept of market orientation consists of: customer orientation, competitor orientation, and functional coordination. These concepts represent a marketing strategy that focuses on highlighting not just one aspect of orientation but always balancing customer, competitor orientation (Agnes, 2016). The concept of market orientation focuses on creating high-value for consumers. According to Craven in Abbas, market orientation is defined as determining strategic consumer targets and building an organization focused on customer service, providing focused services that meet consumer expectations, thus successfully winning market-oriented competition. A market-oriented approach is how an organization identifies markets and uses them as a basis for determining corporate strategy. The result of implementing strategies based on market orientation allows the company to adapt successfully to changes in the environment. Market orientation, significantly, is an important factor that enables companies to understand the market and develop product and service strategies to meet customer and market needs (Wijaya, 2020).

The second aspect is the impact of learning orientation. Learning orientation refers to the approach or focus taken by educators in designing and managing the learning process. This includes approaches, strategies, and values guiding how teachers convey information and how students learn. Learning orientation can vary from one teacher or educational institution to another. Some examples of learning orientations include teacher-centered, student-centered, or problem-based approaches (Rini et al., 2020). Prakosa Gervin states that learning orientation is a process where an organization or company learns to have expertise in creating, learning, and transferring knowledge and attitudes from the organization to achieve the learning outcomes of the organization. In other words, it can be concluded that learning orientation is a small-scale organizational learning process to have expertise in creating, learning, and transferring knowledge (Ulya, 2019). The use of learning orientation in society can include several aspects such as Improving the Quality of Learning, Developing Life Skills, Preparing for the Real World, Increasing Learning Motivation, Addressing Social Needs, Innovation and Progress, and Empowering the Community. A good learning orientation should consider the needs and context of the community where learning takes place to ensure it has a positive and relevant impact on that community (Mardiyono, 2015). Learning orientation is a process in which a company learns to have skills and expertise in creating, learning, and transferring knowledge and attitudes from the company to be able to reflect the learning outcomes of the company. Clear and firm setting is needed to enhance the sense of control in each individual employee objectively. This can be developed through learning orientation, where research contributes significantly to the implementation of entrepreneurial training systems to become more effective and efficient (Ciptaningrum, 2019).

If the first is market orientation and the second is learning orientation, the third crucial factor for effective marketing performance is the influence of entrepreneurial orientation. Entrepreneurial orientation is a creative and innovative mindset that serves as the foundation, and a resource for seeking opportunities towards success. Some management literature provides three dimensions of organizational focus on entrepreneurial management, namely the organization's ability to manage innovation, risk-taking, and proactiveness (Syukron et al., 2016). Entrepreneurial orientation refers to the attitude, knowledge, and skills that support the

development of business concepts and ventures. An individual or organization with entrepreneurial orientation tends to have the ability to identify opportunities, take controlled risks, and create new value or innovation. Entrepreneurial orientation involves the spirit of innovation, courage to face risks, and the ability to effectively manage resources to achieve business goals. The general use of Entrepreneurial Orientation in society is for Job Creation, Improving Economic Well-being, Innovation and Progress, Local Community Development, Economic Diversification, Enhancing Individual Skills, and Empowering Individuals. Through entrepreneurial orientation, society can optimize economic potential and create a conducive environment for sustainable growth and development (Arbawa et al., 2018). Entrepreneurship is a creative and innovative mindset that serves as the foundation and resource for seeking opportunities towards success. Entrepreneurship is referred to as a catalyst for fostering long-term, sustainable economic growth and high competitive businesses. Building entrepreneurship is considered a pillar in strengthening the job market. Meanwhile, entrepreneurship itself means a human activity involving directing mental or physical effort to create or achieve a work that can realize human dignity. In other words, entrepreneurship means humans as the mainstay (leading) in creating a job for themselves or others. The main function of high entrepreneurial orientation is how to involve risk assessment and optimal risk-taking for improving marketing batik (Merakati et al., 2017).

The focus of this research is on how much the three variables affect the marketing performance variable. Marketing performance refers to assessing how well a particular activity or marketing strategy achieves its predetermined goals and targets. This involves analyzing various marketing aspects, including sales, customer satisfaction, brand awareness, market share, and advertising campaign effectiveness. Marketing performance provides an overview of how marketing efforts are successful and add value to the company (Nasir, 2017). Marketing performance is a common construct used to measure the results of a company's strategy. Therefore, the best measurement should be an activity-based measure that can explain the marketing activities that generate the marketing performance in question (Karinda et al, 2018). Uses of Marketing Performance in Society include being able to determine Marketing Strategy Effectiveness, Refining Product and Service Offerings, Enhancing Customer Satisfaction, Developing Brand Awareness, Measuring Return on Investment (ROI), Developing More Effective Marketing Strategies, Improving Competitive Advantage, and Increasing Contributions to Economic Growth. By understanding and monitoring marketing performance, companies can make better decisions, improve product and service quality, and add value to society through job creation and economic contributions (Manek, 2018).

Competitive advantage refers to a situation or attribute that allows a company or product to differentiate itself from its competitors and create added value for customers. A competitive advantage can stem from various factors, such as product quality, competitive pricing, technological innovation, strong branding, operational efficiency, and superior customer service. The Uses of Competitive Advantage in Society include Job Creation, Economic Growth, Innovation and Technological Progress, Consumer Choice, Improvement of Product and Service Quality, Job Provision and Training, Enhanced Global Competitiveness, and Public Tax and Financing Contributions (Curatman, 2016). Successful companies with a strong and sustainable competitive advantage can make significant contributions through tax payments, which can be used to support public services and community development projects. It is crucial to note that a sustained competitive advantage requires ongoing maintenance and improvement. In the context of society, a company's competitive advantage can create positive impacts through economic growth, job creation, and improved quality of life (Riyanto, 2018). There are various ways to achieve a competitive advantage, for instance, in the short term through low-cost strategies or differentiation strategies, while long-term competitive advantage can only be achieved through innovation and continuous improvement. Developing a sustainable competitive advantage is becoming increasingly challenging. A competitive advantage can quickly disappear. Companies

must maintain their competitive advantage by ensuring that the services they provide and the way they deliver them have attributes that meet the criteria of a significant number of customers. Measuring the achievement of a competitive advantage is crucial to understanding how far a company has a competitive advantage compared to its competitors (Kurniawan et al., 2018).

From the above explanations, a desire and attraction emerged for researchers to conduct research on how much competitive advantage can provide a bridge for other orientation variables such as market orientation, learning, and entrepreneurial orientation, which will eventually lead to changes in the competitive advantage of each student who initially did not have the quality and ability to entrepreneurship and competition. However, due to the influence of some factors from these orientations that are reflected in marketing performance, their abilities will change by saying that the students have a strong belief in their ability to manage businesses. The dimensions used to assess marketing performance include: sales revenue, which is the amount of sales from the company's products; sales return, which is the amount of sales of products that are returned (recalled); the scope of marketing territory, which is the size of the marketing territory of the product; and sales growth, which is the increase in sales from the period. Marketing performance itself is known to be affected by several factors, including competitive advantage. Understanding marketing performance is crucial because it plays a critical role in a country's economy, as it can create job opportunities and improve the quality of life (Puspaningrum, 2020). The research mentioned above is closely related to the subject that will be studied, which is Active Students at the Entrepreneurship Study Program of Universitas Negeri Makassar. The subject is chosen because it is closely related to the object that will be studied, which is the Effect of market orientation, learning orientation, and entrepreneurial orientation on company performance through competitive advantage. The variables to be studied in this research are basic variables that are usually found in universities. In this research, we will see how the role of competitive advantage provides a path or bridge for these influential factors in affecting marketing performance in entrepreneurship.

2. METHOD

2.1. Research Model and Hypothesis

This research uses a quantitative approach with several variables that will test the impact of their effects on the data, which is in numerical form. Quantitative Research is a research method that tests objective theories by analyzing the relationship or connection between related variables. In the quantitative research type used here, there will always be statements - descriptive statements about independent variables and dependent variables, and statements - related to how the relationship between the two variables is. A hypothesis is tested using Path Analysis. The following is the form of the research design carried out:

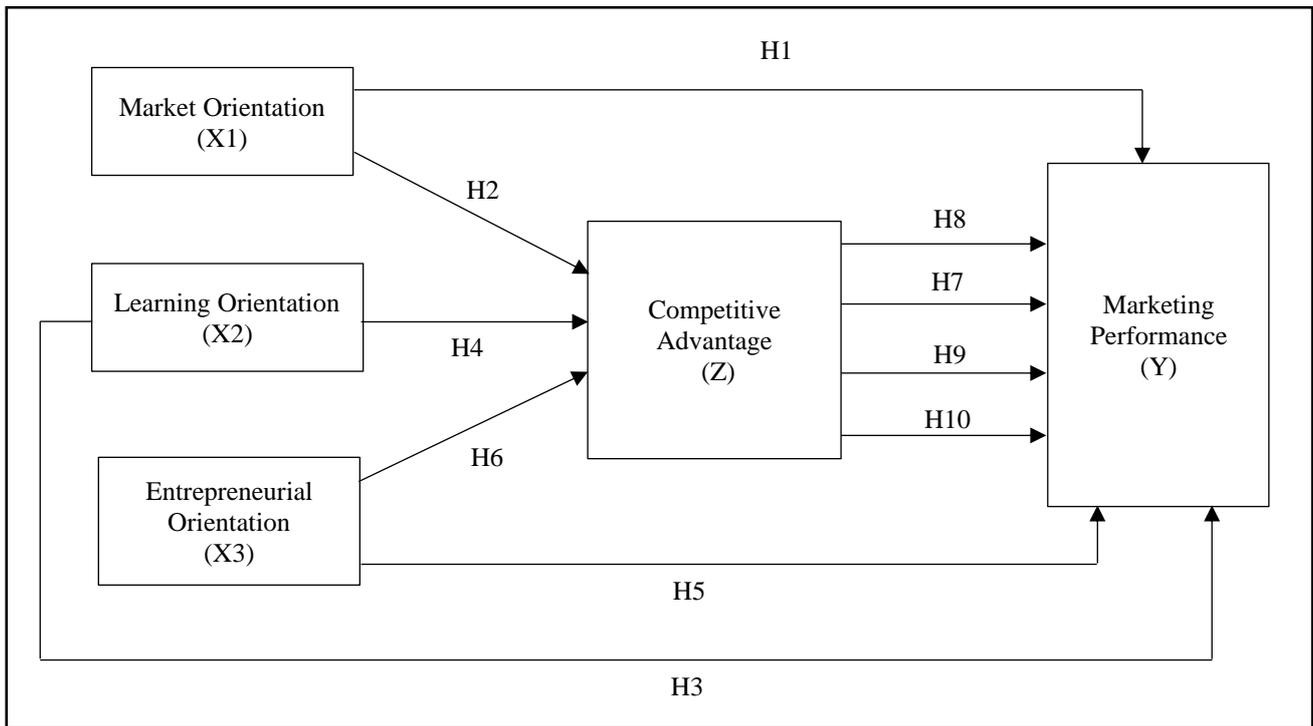


Figure 1. Research Design

According to Figure 1 above, This research is a descriptive explanatory study, which means describing the influence between the variables being investigated. Descriptive means explaining and analyzing the research variables, such as Market Orientation (X1), Learning Orientation (X2), Entrepreneurial Orientation (X3), Marketing Performance (Y), and Competitive Advantage (Z). Meanwhile, explanatory means finding the causal influence between the research variables through hypotheses. The causal relationship is the direct influence between Market Orientation (X1), Learning Orientation (X2), and Entrepreneurial Orientation (X3) on Competitive Advantage (Z). There is also an indirect influence of Market Orientation (X1), Learning Orientation (X2), and Entrepreneurial Orientation (X3) on Marketing Performance (Y) through Competitive Advantage (Z) for all students in the Entrepreneurship Study Program at Universitas Negeri Makassar. The study design is also based on the COR and JD-R theories and relevant previous research. As a result, the researcher can create direct and indirect hypotheses in this study. A clearer explanation can be found in the following summary table of hypotheses:

Table 1. Hypothesis Summary

Hypothesis	Description
H1	Market Orientation has a positive and direct impact on Marketing Performance
H2	Market Orientation has a positive and direct impact on Competitive Advantage
H3	Learning Orientation has a positive and direct impact on Marketing Performance
H4	Learning Orientation has a positive and direct impact on Competitive Advantage
H5	Entrepreneurial Orientation has a positive and direct impact on Marketing Performance
H6	Entrepreneurial Orientation has a positive and direct impact on Competitive Advantage

H7	Competitive Advantage has a positive and direct impact on Marketing Performance
H8	Market Orientation has a positive and indirect impact on Marketing Performance through Competitive Advantage
H9	Learning Orientation has a positive and indirect impact on Marketing Performance through Competitive Advantage
H10	Entrepreneurial Orientation has a positive and indirect impact on Marketing Performance through Competitive Advantage

According to Table 1 above, this research has 10 hypotheses. These hypotheses will test the direct effect of Market Orientation (X1) on Marketing Performance (Y), the direct effect of Market Orientation (X1) on Competitive Advantage (Z), the direct effect of Learning Orientation (X2) on Marketing Performance (Y), the direct effect of Learning Orientation (X2) on Competitive Advantage (Z), the direct effect of Entrepreneurial Orientation (X3) on Marketing Performance (Y), the direct effect of Entrepreneurial Orientation (X3) on Competitive Advantage (Z), the direct effect of Competitive Advantage (Z) on Marketing Performance (Y), the indirect effect of Market Orientation (X1) on Marketing Performance (Y) through Competitive Advantage (Z), the indirect effect of Learning Orientation (X2) on Marketing Performance (Y) through Competitive Advantage (Z), and the indirect effect of Entrepreneurial Orientation (X3) on Marketing Performance (Y) through Competitive Advantage (Z).

2.2. Population and Sample

In this research, the population consists of Active Undergraduate Students of the Entrepreneurship Program at Universitas Negeri Makassar. There are 35 students in the Class of 2019, 70 students in the Class of 2020, 76 students in the Class of 2021, 100 students in the Class of 2022, and 146 students in the Class of 2023, making a total of 427 students. The sampling technique used is Proportional Random Sampling, calculated using Slovin's formula, resulting in a sample size of 104 respondents or 24% of the population size. The sample size used is taken from the Slovin formula as follows:

$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{427}{1 + 427(0,135)^2}$$

$$n = 48,62$$

Description:

n = Total Sample
 N = Total Population
 e = Error Rate of 13,5% or 0.135

From the given formula, it can be known that the minimum number of samples that can be used is; n = 48 respondents. And the researchers obtained a sample of 51 people.

2.3. Data Collection

Data collection is carried out by determining the research subject, which is Active Students of the Entrepreneurship Program at Universitas Negeri Makassar, using a questionnaire. The questionnaire used is a closed-ended questionnaire using digital media or commonly known as Google Forms, and the scale used is the Likert scale. Scoring is done using the Likert scale with 5 response options: Very Disagree: 1, Disagree: 2, Rather Agree: 3, Agree: 4, and Very Agree: 5.

Subsequently, the data is analyzed using the Statistical Package for the Social Sciences (SPSS), now more commonly known as Statistical Product and Service Solutions (SPSS). The data analysis used in this research includes descriptive statistical analysis, classical assumption tests, and path analysis.

3. RESULTS AND DISCUSSION

3.1. Research Results

3.1.1. Hypothesis Testing

Hypothesis testing is used to test the effect of exogenous variables directly and indirectly on endogenous variables. The hypothesis is accepted or rejected based on the criteria if the p-value <0.05 then H0 is accepted, or it is stated that the regression coefficient obtained is significant. The results of hypothesis testing of direct and indirect effects can be seen through the following table:

Table 2. Result of Indirect Hypothesis Testing

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.822 ^a	.675	.647	.92841

a. Predictors: (Constant), Competitive Advantage, Learning Orientation, Entrepreneurial Orientation, Market Orientation.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	T	
1	(Constant)	.598	1.407		.425	.673
	Competitive Advantage	.417	.188	.400	2.217	.032
	Learning Orientation	.034	.128	.028	.265	.792
	Entrepreneurial Orientation	.143	.158	.129	.905	.370
	Market Orientation	.337	.158	.329	2.136	.038

a. Dependent Variable: Marketing Performance

As for obtaining the effect of error (e1), the formula is used:

$$e1 = \sqrt{1 - R^2} = \sqrt{1 - 0,675} = 0,570$$

$$Y = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e_1$$

$$Y = 0,400 X_1 + 0,028 X_2 + 0,129 X_3 + 0,329 X_4 + 0,570$$

The determination coefficient of 0.570 indicates a direct impact of Market Orientation, Learning Orientation, Entrepreneurial Orientation, and Competitive Advantage on the Performance (dependent variable Y) by 57.0%, while 43.0% is influenced by other variables outside the model or the study in question.

Table 3. Direct Hypothesis Testing Results

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.854 ^a	.730	.706	.82777		
Predictors: (Constant), Competitive Advantage, Learning Orientation, Entrepreneurial Orientation, Market Orientation.						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	T	
1	(Constant)	.418	1.255		.333	.741
	Market Orientation	.521	.159	.511	3.283	.002
	Learning Orientation	.049	.114	.042	.432	.668
	Entrepreneurial Orientation	.105	.141	.098	.748	.458
	Marketing Performance	.268	.125	.274	2.136	.038

a. Dependent Variable: Competitive Advantage

As for obtaining the effect of error (e2), the formula is used:

$$e2 = \sqrt{1 - R^2} = \sqrt{1 - 0,730} = 0,517$$

$$Z = \beta_4 X_1 + \beta_5 X_2 + \beta_6 X_3 + e_2$$

$$Z = 0,511X_1 + 0,042 X_2 + 0,098 X_3 + 0,274 Z + 0,517$$

The determination coefficient of 0.517 indicates a direct effect of Market Orientation, Learning Orientation, and Entrepreneurial Orientation on the competitive advantage (variable Z) by 51.7%, while 48.3% is influenced by other variables outside the model or the study.

Market Orientation has a positive and significant effect on marketing performance through the competitive advantage variable.

$$\begin{aligned} \text{Indirect Effect} &= X_1 \rightarrow Y \rightarrow Z \\ &= \beta_4 \times \beta_7 \\ &= 0,511 \times 0,329 \\ &= 0,168 \end{aligned}$$

The learning orientation negatively and insignificantly affects marketing performance through the competitive advantage variable.

$$\begin{aligned} \text{Indirect influence} &= X_2 \rightarrow Y \rightarrow Z \\ &= \beta_5 \times \beta_7 \\ &= 0,042 \times 0,329 \\ &= 0,013 \end{aligned}$$

Business orientation has a positive and significant impact on marketing performance through the competitive advantage variable.

$$\begin{aligned} \text{Indirect Influence} &= X3 \rightarrow Y \rightarrow Z \\ &= \beta_6 \times \beta_7 \\ &= 0,098 \times 0,329 \\ &= 0,032 \end{aligned}$$

H1: The effect of Market Orientation on marketing performance has a significance value of 0.032 < 0.05 and a Beta value of 0.400. Based on the above explanation, it can be concluded that H1 is accepted.

H2: The effect of Market Orientation on competitive advantage has a significance value of 0.002 < 0.05 and a Beta value of 0.511. Based on the above explanation, it can be concluded that H2 is accepted.

H3: The effect of Learning Orientation on marketing performance has a significance value of 0.792 > 0.05 and a Beta value of 0.028. Based on the above explanation, it can be concluded that H3 is rejected.

H4: The effect of Learning Orientation on competitive advantage has a significance value of 0.668 > 0.05 and a Beta value of 0.042. Based on the above explanation, it can be concluded that H4 is rejected.

H5: The effect of Entrepreneurial Orientation on marketing performance has a significance value of 0.370 > 0.05 and a Beta value of 0.129. Based on the above explanation, it can be concluded that H5 is rejected.

H6: The effect of Entrepreneurial Orientation on competitive advantage has a significance value of 0.458 > 0.05 and a Beta value of 0.098. Based on the above explanation, it can be concluded that H6 is rejected.

H7: The effect of competitive advantage on marketing performance has a significance value of 0.038 > 0.05 and a Beta value of 0.274. Based on the above explanation, it can be concluded that H7 is rejected.

H8: The effect of Market Orientation on marketing performance through competitive advantage has a Beta value of 0.02. Based on this result, it can be concluded that H8 is accepted.
 $0,511 \times 0,329 = 0,168$
 $0,032 + 0,168 = 0,02$

H9: The effect of Learning Orientation on marketing performance through competitive advantage has a Beta value of 0.681. Based on this result, it can be concluded that H9 is accepted.
 $0,042 \times 0,329 = 0,013$
 $0,668 + 0,013 = 0,681$

H10: Pengaruh Orientasi kewirausahaan terhadap Kinerja pemasaran melalui keunggulan beraing memiliki nilai Beta sebesar 0,401. Berdasarkan hasil tersebut dapat disimpulkan bahwa H10 dinyatakan diterima.
 $0,096 \times 0,329 = 0,031$
 $0,370 + 0,031 = 0,401$

3.1.2. Path Analysis

The following is the Path analysis used based on the interpretation results which can be seen through the following table 4.

Table 4. Path Analysis Results

Influence between Variabel	Influence		Total
	Direct	Indirect	

Influence X1→Y	0,400	-	0,400
Influence X1→Z	0,511	-	0,511
Influence X2→Y	0,028	-	0,028
Influence X2→Z	0,042	-	0,042
Influence X3→Y	0,129	-	0,129
Influence X3→Z	0,098	-	0,098
Influence Z→Y	0,274	-	0,274
Influence X1→Y→Z	0,400	0,168	0,568
Influence X2→Y→Z	0,028	0,013	0,041
Influence X3→Y→Z	0,129	0,031	0,160

Based on the structure of this research model, the empirical equation can be made as follows.

$$Y = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_7 Z + e_1$$

$$Y = 0,400X_1 + 0,028X_2 + 0,129X_3 + 0,274Z + 0,570$$

$$Z = \beta_4 X_1 + \beta_5 X_2 + \beta_6 X_3 + e_2$$

$$Z = 0,511X_1 + 0,042X_2 + 0,098X_3 + 0,274 + 0,517$$

The following are the results of path analysis in diagram form.

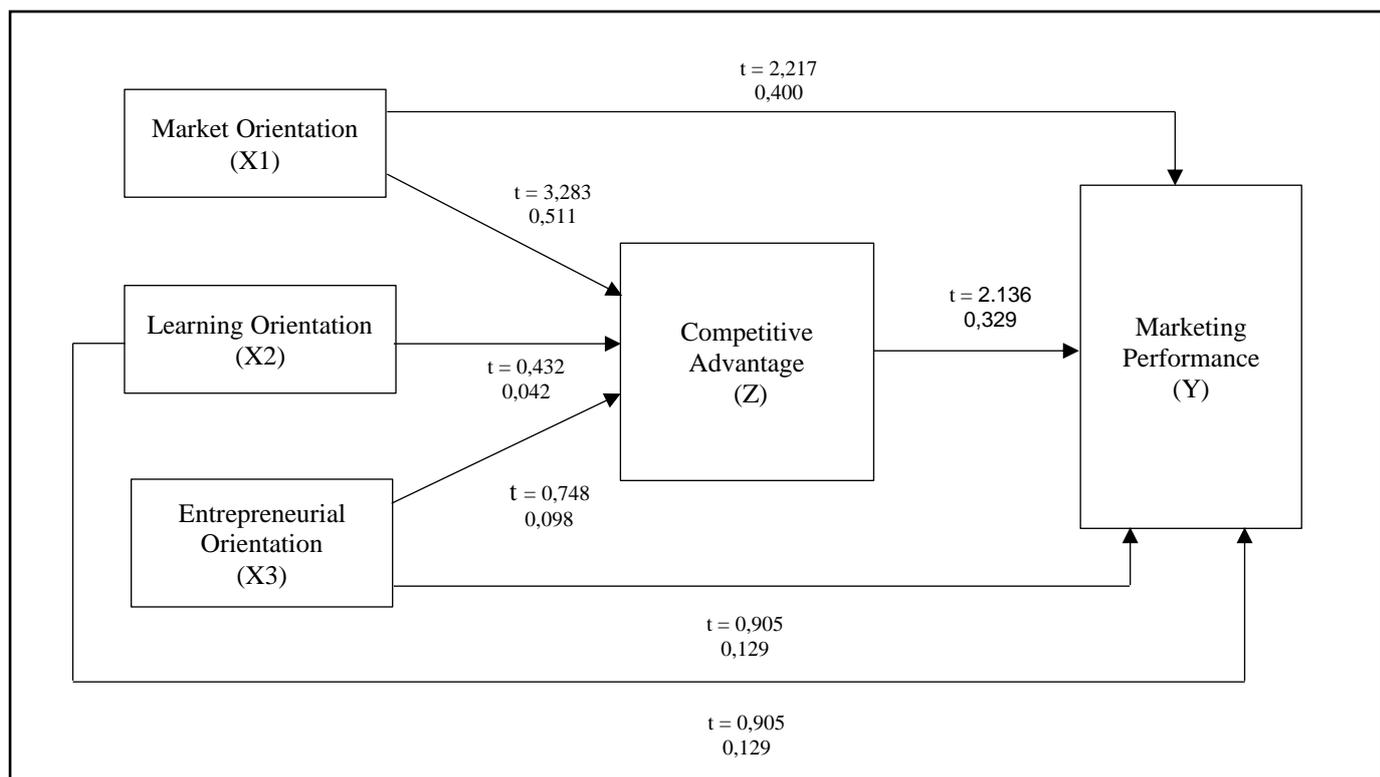


Figure 2. Path Analysis Result Model

Figure 2 above explains the standardized beta and the magnitude of the indirect and direct effects of each variable.

Coefficient of determination: $Rm^2 = 1 - Pe_{12} \times Pe_{22} \dots \dots \dots Pex_2$

Interpretation of (Rm^2) determination as follows:

$$Rm^2 = 1 - (0,570)^2 - (0,517)^2 = 1 - 0,086 = 0,914$$

$$0,324 \times 0,267 = 0,086$$

Based on the determination coefficient above, it shows a direct and indirect effect of 0.914 or 91.4%. In other words, the information contained in the data (91.4%) is explained by the model. Meanwhile, (8.6%) is explained by variables outside the model.

3.2. Discussion

3.2.1 The Effect of market orientation on marketing performance among active students of the Entrepreneurship Study Program at Universitas Negeri Makassar

This market orientation is a business perspective that makes consumers the focus of attention in the overall business activities. In measuring market orientation, it covers dimensions such as consumer orientation, competitor orientation, and coordination among functions. Marketing is crucial for any company, further intensified by the tight competition pressure, thus directly or indirectly significantly affecting a company's marketing performance. Therefore, companies are required to always understand and comprehend what is happening in the market and consumer desires, as well as various changes in the business environment to be able to compete with other companies (Merakati, 2017). Performance is the measurement of a company's financial capabilities, such as profit levels, investment rates, and sales and profit growth. Performance can reflect the achievement of financial goals of the company or other objectives through the implementation of performance tactics and strategies. These are influenced by entrepreneurial orientation and market orientation (Pramesti, 2016).

The result of this research states that there is a positive and significant relationship between market orientation towards marketing performance. The market orientation in question provides positive energy or motivation towards marketing performance in businesses or endeavors, thus allowing the performance to run smoothly. This certainly affects the development of a business or endeavor in the marketing aspect, allowing for profit.

The above research is supported by previous research conducted by (Pertwi et al, 2016), stating that there is a significant relationship between entrepreneurial orientation and marketing orientation set with company performance. Additionally, entrepreneurial orientation is believed to have a direct relationship with market orientation, which suggests that as the level of entrepreneurial orientation increases, so does the level of market orientation.

3.2.2. The Effect of market orientation on competitive advantage among active students of the Entrepreneurship Study Program at Universitas Negeri Makassar

The competitive advantage cannot be understood without looking at a company as a whole. The competitive advantage stems from a wide range of activities carried out by the company in designing, creating, marketing, distributing, and supporting its products. To compete in the business competition, when marketing products, it is not only based on product quality but also depends on the general strategies used by the company, such as market orientation, entrepreneurial orientation, and innovation. The success of a company in maintaining the continuity of sales of its products lies in its ability to have innovative strategies or thinking and an open mindset by looking at market orientation and entrepreneurial orientation. In addition, superiority is achieved by offering greater value to consumers, either through lower prices or by providing more benefits commensurate with higher prices (Syukron, 2016).

The result of this research can be presented that there is an impact of Market Orientation on having a competitive advantage, which has a positive and significant relationship, considering that Market Orientation greatly motivates a competitive advantage to have a better strategy. A market-oriented business environment will help them improve their quality during competition. This will move away from the concept of monopoly competition and more towards good and quality competitive advantages.

The results of the above research were supported by previous research conducted by (Nurseto, 2014), which showed that a positive orientation has a positive impact on competitive

advantage. The application of market orientation will lead to an increase in the competitive advantage for companies.

3.2.3. The Effect of learning orientation on marketing performance among active students in the Entrepreneurship Study Program at Universitas Negeri Makassar

Learning orientation is an important factor in acquiring a competitive advantage. Learning orientation is known as the ability to learn within an organization and acquiring enough knowledge to be able to provide good performance and innovation, as well as improving customer orientation indicators, resulting in marketing performance such as sales volume, market share, and sales growth, and marketing performance as a measure of performance includes sales revenue, number of customers, profit, and sales growth. (Aris et al, 2018)

The result of the research from the orientation explained above shows that the orientation of the two mentioned has a very positive and significant mutual reinforcing relationship because the learning orientation greatly provides knowledge that significantly affects improving good performance. Without a learning orientation, a person will never be able to improve their performance.

The result of that research was supported by previous research by (Dewi, 2018), which stated that Companies with high learning orientation tend to have better performance compared to their competitors, especially in uncertain environments and high competition intensity. Learning orientation allows companies to have market targets and enter new markets. Learning orientation has a direct effect on customer orientation, and learning orientation does not have a significant direct impact on marketing performance.

3.2.4. The Effect of learning orientation on competitive advantage among active students in the Entrepreneurship Study Program at Universitas Negeri Makassar

In the current globalization era, the competition in the business sector is quite tight and complex. Each company is required to always understand what is happening in the market and what current consumer desires are, as well as changes to be able to compete with other competitors. Since there is no competition in this world, it can be developed through learning orientation, where in research, the most dominant contribution is made towards the application of employee training systems to become more effective and efficient. Learning orientation is a process where organizations or companies learn to have expertise in creating, learning, and transferring knowledge and attitudes from the company to reflect the lessons learned from the company. (Ciptaningrum, 2018).

The research results from the data processing above show that there is a positive and significant relationship between Learning Orientation and competitive advantage. This is because the highly supportive Learning Orientation helps to improve the competitive advantage, providing knowledge to excel in the competitive world.

The research above is supported by the previous study conducted by (Muhammad et al, 2019). In the regression equation, it can be understood that as Learning Orientation and Market Orientation are increased, Competitive Advantage will also increase. This is meant when in the Learning Orientation indicator, there is a commitment to learning, openness to new thoughts, and finally a shared vision by the entrepreneurs of Bandung Printing Center. As a result, Competitive Advantage becomes even higher. The same applies to Market Orientation, with indicators being customer orientation, competitor orientation, and coordination among functions, which leads to an even higher Competitive Advantage in the Bandung Printing Industry Center.

3.2.5. The Effect of entrepreneurial orientation on marketing performance among active students of the Entrepreneurship Study Program at Universitas Negeri Makassar

According to the research results, Hypothesis 3 is accepted, which means that the entrepreneurial orientation variable has a positive and significant effect on marketing performance. This shows that the higher the entrepreneurial orientation of small micro food industry entrepreneurs in Denpasar City, the better their marketing performance will be. Conversely, if small micro food industry entrepreneurs in Denpasar City have a low entrepreneurial orientation, their marketing performance will decrease.

This research supports the findings of previous studies conducted by (Musrifah, 2018) that entrepreneurial orientation significantly affects marketing performance (Musfirah, 2018).

This research provides implications for the practical use of research results to support business owners in the industrial sector, particularly micro, small, and food processing industries, to continue being creative in innovating food products they will offer to consumers, thereby simplifying marketing performance that will sustain their businesses from the intense competition. In addition to continuously innovating on their food products, food processing industry business owners must be prepared to take risks and be able to see market opportunities regarding food, such as what consumers need now, to win consumers' hearts (Mandasari, 2020).

3.2.6. The Effect of entrepreneurial orientation on competitive advantage among active students of the Entrepreneurship Study Program at Universitas Negeri Makassar

Business orientation refers to the process, practices, and decision-making that drive towards new inputs and has three aspects of entrepreneurship, which are always innovative, acting proactively and courageously taking risks. Entrepreneurship plays an important role in enhancing performance. Entrepreneurs are businesspeople who execute a new combination of techniques and commercialization into practical forms. The core of entrepreneurs is the introduction and implementation of new possibilities in the field of economics. Entrepreneurs are those who create a business facing risk and uncertainty with the aim of achieving profit and experiencing growth by identifying opportunities and utilizing the required resources (Fatmawati, 2015).

Based on the research findings, it is concluded that entrepreneurial orientation has a positive and significant impact on better competitive advantage, which will increase competitive advantage and marketing performance. It can be known that one of the reasons for the high competitive advantage is the influence of entrepreneurial orientation possessed by a business owner. Entrepreneurship-oriented companies will be able to encourage their employees to innovate, creating more unique or attractive products compared to their competitors, and thus increasing the company's competitive advantage.

The positive effects of competitive advantage on performance have been proven by various research. According to the results of the study (Mahmood et al, 2013), entrepreneurial orientation has a significantly positive effect on competitive advantage. As human life aspects progress, competitive advantage becomes increasingly stringent. A second study by (Hajar et al, 2016) reveals that the increasingly complex competitive advantage creates higher performance, including in the aspect of marketing performance, which becomes a key factor in the longevity of the company.

3.2.7. The Effect of competitive advantage on marketing performance among active students of the Entrepreneurship Study Program at Universitas Negeri Makassar

The competitive advantage is a profit strategy for companies that collaborate to compete more effectively in the market. The use of competitive advantage can have a positive impact on marketing performance. Marketing performance is a measure of performance achieved from overall marketing activities of a company or organization. Additionally, marketing performance can also be seen as a concept used to measure how far market performance has been achieved by

a product produced by the company (Nofrizal et al., 2021).

Based on the research findings, it is concluded that competitive advantage has a positive and significant impact on marketing performance. The uniqueness of product attributes, as well as the assured product quality and price that match consumer capabilities, make consumers want to visit, make purchases, and generate profits for the business. If a business does not have something unique or distinct, the sales, profit, and visitor levels in the business are unlikely to improve significantly.

The results of the above research are supported by previous research by (Naningsih et al., 2022), which states that Competitive Advantage has a significantly positive effect on marketing performance, meaning that the more unique the products offered in terms of competition, the greater the impact on achieving optimal marketing performance. Marketing performance can be maximized if supported by valuable products offered by micro, small, and medium enterprises (MSMEs) because they have better designs compared to their competitors.

3.2.8. The Effect of Market Orientation on Marketing Performance of Active Students of the Entrepreneurship Study Program at Universitas Negeri Makassar Through Competitive Advantage

Effective market orientation in obtaining and maintaining a competitive advantage begins with planning and coordination with all departments to meet consumer needs and desires, leading to the implementation of market orientation resulting in an improvement in company performance. Efforts with higher marketing orientation will show better financial marketing performance (Šályová et al., 2015). The ability referred to is the ability to maintain the market share owned and winning market share from competitors. Competitive advantage must be possessed by the company to achieve performance and achieve the success of the produced products (Arbawa et al., 2018).

Researchers' findings on this variable are that Active Entrepreneurship Students at the Universitas Negeri Makassar have a shortcoming, which is that if they are not motivated by market orientation knowledge or external influences, their performance in running a business will not improve. The quality and competitive advantage that emerges in a person's business competition regarding their success in managing the business is not enough to encourage healthy competition. To be more confident in the quality of business competition, a strong competitive advantage is needed to drive people to do so.

This research is supported by previous research (Rahadhini et al., 2020) which states that market orientation affects marketing performance through competitive advantage proven. Market orientation affects marketing performance with competitive advantage as a mediating variable. The seller's ability to understand consumer needs and desires will help in understanding potential customers now and in the future. A competitive advantage strategy can support market orientation, thus increasing marketing performance. This shows the need for micro, small, and medium enterprise owners to receive consumer feedback for product quality improvement and to strive to use high-quality raw materials to maintain product quality.

3.2.9. The Effect of Learning Orientation on Marketing Performance in Active Students of the Entrepreneurship Study Program at Universitas Negeri Makassar through Competitive Advantage

Learning orientation provides individuals, teams, and learning organizations through seven action guidelines. Organizational learning is the process of enhancing a certain action through improved understanding and knowledge. Organizations are considered learning when they try to codify past events into routines that become behavioral guidelines, and organizational learning occurs through various perspectives, knowledge, mental models, and built upon previous knowledge and experience.

Researchers' findings on this variable are as follows: Active entrepreneurial students at

the Universitas Negeri Makassar have a limitation, which is that if someone lacks knowledge and understanding of learning orientation, they will not have the necessary knowledge and performance to become an entrepreneur. In carrying out activities, a person must have a foundation, where the foundation must come from learning orientation. The influence of learning orientation on marketing performance is closely related because without learning, one will not know what is called marketing performance. Through the advantage of competition, a strong marketing performance can be built on the basis of learning orientation.

The results of this research are supported by previous research by (Mardiyono, 2018), stating that learning orientation will affect information processing behavior and other behaviors occurring within market-oriented companies. Therefore, each company must always understand and know what is happening in the market and what consumers desire, as well as various changes in their business environment to be able to compete with other companies. Companies must strive to minimize weaknesses and maximize their strengths.

3.2.10. The Effect of Entrepreneurial Orientation on Marketing Performance in Active Students of the Entrepreneurship Study Program at Universitas Negeri Makassar through Competitive Advantage

The variety of performance measurements in marketing begins with the level of business competition, which applies to all business sectors (Prasetya, 2002:227) including the business sector. Besides entrepreneurial orientation, product innovation is no less important. The products displayed by the business owner must have innovation. The uniqueness of the product as a result of innovation temporarily brings greater competition, even the innovation created by the company becomes the key to competitive advantage determining the economic success of an organization. With having a competitive advantage, a business can survive until in measuring its success, the existing business competitiveness supports business performance, including marketing performance from a business.

The result of this study is that entrepreneurial orientation directly affects marketing performance through competitive advantage. A good entrepreneurial orientation can directly increase marketing performance, as well as a strong competitive advantage can enhance marketing performance. Entrepreneurial orientation can be considered as the foundation for someone to understand their own performance when managing marketing. With the presence of a competitive advantage in entrepreneurial orientation, it can also help determine how strong someone's performance is in promoting something.

The results of the above research are supported by previous research by (Djodjobo, 2014), which states that Entrepreneurial Orientation towards Competitive Advantage in Souvenir Food Products from Probolinggo City. The research method used is path analysis. The research findings indicate that resource-based strategies directly affect the increase in entrepreneurial orientation, resource-based strategies directly affect the increase in business competitiveness, entrepreneurial orientation has a significant and direct effect on increasing business competitiveness, and resource-based strategies indirectly affect business competitiveness through entrepreneurial orientation.

4. CONCLUSIONS AND SUGGESTION

In market orientation as a key factor providing in-depth insight into customer preferences and needs, market orientation tends to be more capable of adapting their products and marketing strategies to the dynamic market demand. Next, the learning orientation emerges as a critical element in the process of enhancing marketing performance. The organization's ability to continuously learn, adapt, and innovate becomes a crucial foundation for facing business environment changes. The learning orientation not only allows organizations to identify new opportunities but also to address emerging challenges, thereby improving their market

competitiveness. Meanwhile, entrepreneurial orientation also plays a significant role in achieving competitive advantage. This also fosters a more innovative and proactive business culture in exploring new opportunities. By leveraging entrepreneurial orientation, unique products or services can be created, distinguishing themselves from competitors, and achieving sustainable competitive advantage. Overall, this research provides a deep understanding of the complex relationship between market orientation, learning orientation, entrepreneurial orientation, and marketing performance. Effective integration of these three factors leads to the formation of a strong competitive advantage, enabling the achievement and maintenance of a leading position in an increasingly competitive and dynamic market. The implication is the need for sustained focus on developing market, learning, and entrepreneurial orientations as integral strategies for improving marketing performance and achieving long-term growth.

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