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Measuring the Business Performance of the MSME Sector in terms of the Aspects of Entrepreneurial Orientation, Market Orientation, and Use of Social Media

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Abstract

To achieve individual success in entrepreneurship, especially that related to business performance, a strong drive is required based on an effective entrepreneurial orientation, the ability to read opportunities in the market through market orientation, and dominating market share through product distribution using social media. The core objective of this study was to find out the role of entrepreneurial orientation, market orientation, and social media in driving the improvement of business performance in the MSME sector in Pematangsiantar City. This study used a literature and field research design with a quantitative causality approach. The data collection in the field used observation and distributing questionnaires methods directly to the research object during the period of June-August 2020. The questionnaire provided was assessed by some questions related to variables of entrepreneurial orientation, market orientation, social media, and business performance. The sampling technique used was proportionate stratified random sampling, so that the research sample was 240 respondents. The data analysis used the PLS-SEM method. The results of the study showed that entrepreneurial orientation and social media had a significant effect on business performance. Furthermore, the effect of market orientation on business performance was not significant.

Keywords: Entrepreneurial Orientation, Market Orientation, Social Media, Business Performance

JEL Classification Code: L8, L81, L84, M31

1. Introduction

MSME as the major national economic driver can increase economical progress and national establishment in Indonesia. The urgency of the development of MSMEs is inseparable from the role of the marketing model that is applied in carrying out the business activities. The transition from using conventional marketing models to digital marketing models impacts the accelerated growth of the number of MSMEs in Indonesia (Akhmad, 2015). The company's performance takes part in company expansion, meaning that those showing good progress will expand their enterprise and have optimal and sustainable development (Nuvriasari et al., 2020). Thus, it is necessary to have a breakthrough for business players to formulate new strategies to maintain and improve their business performance (Lie et al., 2019). The orientation of market development is following increased competitiveness between enterprise and business players, so there is a need for a strategy to re-modify the marketing mechanism for the products (Rugraff & Hansen, 2011). At this point, an entrepreneur needs concrete action through entrepreneurial orientation, market orientation, and the use of social media to produce the expected business performance (Omotosho, 2020); (Fernandes et al., 2020); (Boohene et al., 2012).

Today's entrepreneurship can be considered as a new challenge, an experience, and an opportunity to define the future by creating a business model that is relevant to market demand (Idris & Bakar, 2020). The ability to innovate and take the initiative in carrying out something based on self-will, not instructions from others, and to carry it out continuously is an important part of entrepreneurial orientation (Purnomo et al., 2020). Internal strategic entrepreneurial orientation is considered good to be used to drive business performance (Zhou & Li, 2010). Moreover, every MSME player needs to produce good entrepreneurial behavior to ensure the survival and performance of the organization so that it can last longer (Herath & Mahmood, 2014). An entrepreneurial spirit is the main factor that supports becoming a successful entrepreneur because entrepreneurial success requires a long process to be experienced in carrying out the business (Purnomo et al., 2020). A study by (Pinho & de Sá, 2014) suggested that the product of a mixture of personal and context-based variables is entrepreneurial success and cannot be clarified by a single collection of factors. Individual characteristics on entrepreneurship or their series have relationships and linkages between institutions. Progress in operating a company must surely be motivated by an entrepreneurial orientation in the form of entrepreneurial features of MSME individuals (Maisaroh, 2019); (Nainggolan et al., 2020).

Some scholars have carried out business success experiments containing multiple variables as antecedents, one of which was market orientation (Guleş et al., 2015) and (Mamun et al., 2018). Market orientation can be described as the marketing behavior of a business to playing its role in the public. It is considered the most reliable and successful (Nuvriasari et al., 2020). Companies that apply good market orientation will impact on improving the business performance of a business (Boohene et al., 2012). In reality, enhancing the MSME industry's corporate efficiency is not only influenced by the entrepreneurial orientation and use of social media but may also be influenced by the market orientation of the marketing system. (Solikahan & Mohammad, 2019) and (Yasa et al., 2020). Optimal business performance can be achieved by adopting a market-oriented culture, the desire, and the demands of the market (Giantari & Jatra, 2019). Therefore, market orientation has an important capacity so that the business performance can be optimal. However, a study by (Solikahan & Mohammad, 2019) showed different results related to market orientation which did not have a significant effect on the development of the company's business performance. The market orientation that does not consider the desire and needs of consumers is not able to drive an improvement in business performance.

The development of information technology in Indonesia has experienced shifts in terms of culture, norms, and ethics. Social media users in Indonesia consist of several groups ranging from teenagers to adults (Halim et al., 2020). The usage and application of social media digital marketing have achieved a wide market share and have consequences for pushing MSME players to sell their goods online (Cole et al., 2017). A study conducted by (Chai et al., 2011) concluded that social media plays a significant part in enhancing company efficiency. The manifestation of social media reputation has created a new mindset for the community, especially those who use e-commerce (Purwantini & Anisa, 2018). Enterprise or business players that are classified as MSMEs need to benefit from the involvement of social media optimally so that the information available to consumers is updated information according to market developments (Purwiantoro et al., 2016). The results of a study conducted by (Kaplan & Haenlein, 2010) proved that business development is inseparable from the involvement of the utilization of social media, in which the implication is an increase in high efficiency rather than the use of traditional marketing communications. However, if the management of marketing communication using social media is not optimal, this will not have a big impact on improving the efficiency of the MSME business. The findings of a study by (Ahmad et al., 2019) are in line with this argument which stated that there is no major influence of social media on company results. This is because social media is not consistent with the bulk of corporate organizations' current networks. Some existing research cases showed a research gap in the field of business performance studies. A study conducted by (Nuvriasari et al., 2020) examined entrepreneurial orientation and market orientation as antecedent variables on SME performance. Further, a study by (Udriyah et al., 2019) used market orientation variables as a measuring tool to determine the level of business performance and a study by Zhang & Ahmed (2018) measured business performance by implementing social media-based promotional activities. The gaps in the results of the studies that were concluded from those previous studies opened an opportunity for this study to re-examine the factors and add new factors that are considered to affect business performance. Thereby, the researchers concluded that it is important to undertake more business performance analysis by using entrepreneurial orientation, market orientation, and social media as antecedent variables of MSME business performance. The objective of this study was to determine the effect of entrepreneurial orientation, market orientation, and social media on business performance with the object using the MSME sector in Pematangsiantar City, North Sumatera, Indonesia.

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2. Literature Review

2.1. Micro, Small, and Medium Enterprises

The presence of Micro, Small, and Medium Enterprises (MSME) has consequences for optimistic economic growth patterns, backed by prospects for jobs and household empowerment. (Purwana et al., 2017). The increasing number of MSME will increase the number of job opportunities for the unemployed following the capacity or types of MSMEs around the area. Based on the criteria of the Law of the Republic of Indonesia No. 20 of 2008, it is stated that the criteria for micro-enterprises show that it is expected to have a maximum net value of 50 million rupiahs and a maximum annual income of 300 million rupiahs. Then, the criteria for small enterprises should have a maximum net worth of fifty million rupiahs to three hundred million rupiahs and more than three hundred million rupiahs in annual sales, up to a record of two billion five hundred million rupiahs. Moreover, the

criteria for medium enterprises include a net value of five hundred million rupiahs to a maximum of ten billion rupiahs and average revenue of more than two billion five hundred million rupiahs to a maximum of fifty billion rupiahs. The government is currently committed and strives to accelerate access and transfer of technology as a stimulus to encourage innovative SMEs to compete with foreign SME players (Slamet et al., 2016). The public who follow this trend can adopt digital marketing by using social media with the expectation to reach various lines of the community.

2.2. Entrepreneurial Orientation

To define a person with strong entrepreneurial enthusiasm, it can be seen in an individual who is highly innovative, loves to conduct new experiments and inventions, is still involved in good activities, and likes challenges and improvements (Purnomo et al., 2020). The desire to grow and develop is the main goal of an entrepreneur. Correct reflection on the entrepreneurial orientation is an individual who sees opportunities and turn to good advantage of these opportunities properly (Dutta & Thornhill, 2008). An entrepreneur through entrepreneurial orientation must be able to make strategic plans in terms of ongoing and future competition, with set planning, so that the sustainability of the business entity will be maintained (Rose et al., 2006). Enterprises or businesses that focus on entrepreneurial-oriented exploration activities will be adept at creating new opportunities to strengthen their competitive position in the market (Baker & Sinkula, 2009). Therefore, companies must focus on entrepreneurial orientation practices related to effective aspects of management of human capital to guide orientation to value development in the scope of business management (Budhwar et al., 2018). A qualified entrepreneurial orientation will be seen from the ability to manage business ideas into new business opportunities in developing business (Fajrillah et al., 2020).

2.3. Market Orientation

In market orientation theory, market orientation is considered very important for a company in placing the market as the key to the company's sustainability. The findings by (Pramesti & Giantari, 2016) stated that improving SME performance through market orientation, requires a better understanding of customers than competitors, disseminating good information on enterprises, and creating customer value. Market orientation is a valuable, rare, cannot be imitated perfectly, and irreplaceable asset that can generate a sustainable competitive advantage for the business. (Fernandes et al., 2020; Nurhilalia et al., 2019). In general, market orientation refers to the basic orientation that organizes the interaction of a business with its competition in the market and more specifically with its consumers (Taufik, 2020). The dissemination of market information to all components of the market organization is expected to result in customer alignment, orientation against competitors, and teamwork between functions that lead to two requirements for making decisions, including long-term emphasis and profitability (Lestari et al., 2020). Without the presence of market orientation in small and medium enterprises, the implication is that the business growth is obstructed and it is difficult to create superior value from customers, and cannot be sensitive to the strategies of competitors encountered so that it affects the business performance (Darwis & Utama, 2020).

2.4. Social Media

The influence of ICTs on the business sector has been enormous, especially in the micro, small and medium enterprise sectors (Octavia et al., 2020). The implementation of marketing using social media is crucial to do to know the demands, desires, and demands of the market (Halim et al., 2020). Another opinion states that marketing using social media is an activity by utilizing marketing communication tools in the form of social media to achieve optimal target results (Moriensyah, 2015; Qalati et al., 2020). Social media marketing can also be defined as the practice of an organization to advertise its goods by web-based promotional techniques, such as email newsletters and online advertisement promotions, leveraging social media platforms (Barefoot & Julie, 2010). The utilization of social media highlights the value of a new business plan aimed at transforming the way we engage, communicate, consume, and develop a product (Garcia-Morales et al., 2017). Social media marketing techniques are strategies that companies use to market products or services offered through social media to attract the attention of the general public to visit the social media sites used (Trattner & Kappe, 2013). Social media will become a popular promotional tool and even go beyond promotion in the form of advertising. Through the lens of advertising, social media have become a common promotional tool and even go far beyond promotion. Thereby, every business player must highlight the products and services of their business to get more value in the eyes of consumers compared to the existing competitors (Halim et al., 2020).

2.5. Business Performance

The business performance of a business becomes a roadmap for running the company successfully to achieve excellence and a profitable business (Na-Nan, 2016). The cornerstone of strategic management is what defines company productivity, and it functions in assessing operational productivity and as a method to test the execution of business objectives as a framework for suggesting potential performance changes (Nuvriasari et al., 2020). Business performance in the MSME sector has been broadly studied because it has a critical effect on the progress of all business operations (Trkman & McCormack, 2009). Thus, attention to the performance of MSMEs is very high at this time because it can help remove blockades and generate broad prospects for MSMEs to develop and to compete strongly in regional and global markets (Aminu & Shariff, 2015). Business players are very responsible for managing MSMEs and trying to get a better scale of business from the resulting performance through new processes, plans, and tactics of the business operations (Rugraff & Hansen, 2011). The purpose of measuring business performance in the MSME sector is to increase business growth, pursue business opportunities from both internal and external sides, and develop all competencies of business players (Salam et al., 2019).

3. Research Methods and Materials

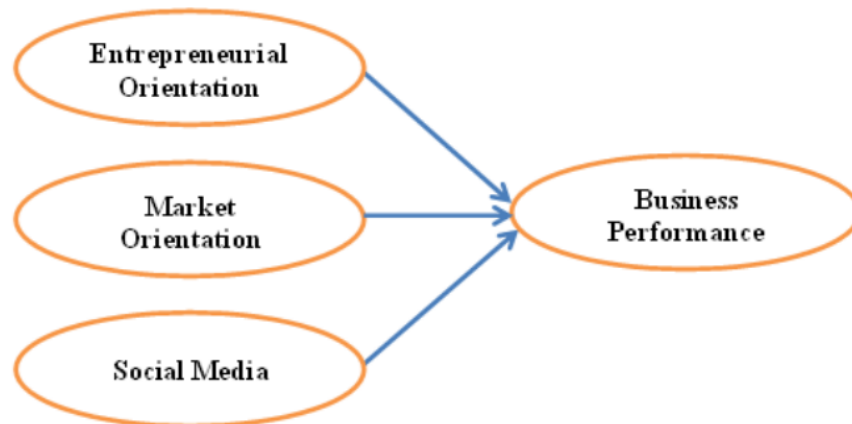
3.1. Location and Samples

A proportionate stratified random sampling was carried out to specify the size of the samples. It obtained 30 samples for each district in Pematangsiantar City. The districts were Siantar Utara, Siantar Selatan, Siantar Timur, Siantar Barat, Siantar Marimbum, Siantar Sitalasari, Siantar Marihat, and Siantar Martoba Districts. By referring to the method above, 24 respondents were selected as the research samples.

3.2. Measurement and Research Design

A quantitative causality approach was chosen to be implemented in this study. Besides, PLS-SEM analysis was carried out to measure the set model. There two steps to complete the analysis. First, the research data were analyzed for validity and reliability using Cronbach's alpha, composite reliability, outer loading, and average variance extracted (AVE) tests. Then, Confirmatory Factor Analysis was carried out to check the fit of the model and model reliability and discuss the hypothesis through the variance-based Structural Equation Model (SEM). (Hair, 2014). The instrument used in this study was a questionnaire using a Likert scale, including (1) which stated "strongly disagree" to (5) "strongly agree". The assessment of the dependent and independent variables used previous references that were relevant to the research topic and research variables. The measurement of the dependent variable included a business performance that was measured using previous studies (Huhtala et al., 2014); (Garg et al., 2020); (Kaur et al., 2019), consisting of 2 items. Then, for the first independent variable, entrepreneurial orientation, it was assessed by referring to previous studies (Keh et al., 2007); (Wahyuni & Sara, 2020); (Vitale et al., 2015), consisting of 3 items. The second independent variable, market orientation, was measured using previous studies (Newman et al., 2016); (Sampaio et al., 2019); (Mahmoud, 2011); (Syafuddin et al., 2020), consisting of 3 items. Furthermore, the third independent variable, social media, was measured using previous studies (Tajudeen et al., 2018); (Teo & Pian, 2003); (Lee & Kozar, 2009); (Chai et al., 2011), consisting of 4 items (See Appendix 1).

3.2. Research Framework and Hypothesis Testing



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Figure 1: Research Framework

Based on the context of the problem and the previously presented framework in Figure 1, the hypotheses proposed are:

Hypothesis 1: Entrepreneurial orientation affects business performance

Hypothesis 2: Market orientation affects business performance

Hypothesis 3: Social media affects business performance

4. Results and Discussion

4.1. Demographics of Respondents

In carrying out the research, the questionnaires were distributed conventionally to MSME players in Pematangsiantar City. Due to the COVID-19 pandemic, these activities were strictly considered to health protocols. Based on the results of data collection in the field, valid data were obtained with a total of 240 respondents. Table 1 below presents the general information of the respondents which consists of their profiles and business information.

Table 1. General Profiles of the Respondents

Category	Details	Number of Respondents	Percentage
Sex	Male	142	59.17%
	Female	98	40.83%
Age	20-29 years	14	5.83%
	30-39 years	71	29.58%
	40-49 years	84	35%
	50-59 years	51	21.26%
	60-69 years	20	8.33%
Education Level	Junior High School	12	5%
	Senior High School	144	60%
	Associate Degree 1 to 3	49	20.42%
	Bachelor's Degree	33	13.75%
	Master's Degree	2	0.83%
Length of Business	< 1 year	97	40.42%
	1-3 years	78	32.5%
	4-6 years	53	22.08%
	> 6 years	12	5%
Type of Business	Culinary	142	59.17%
	Technology	2	0.83%
	Fashion	20	8.33%
	Cosmetics	43	17.92%
	Automotive	21	8.75%
	Event Organizer	7	2.92%
	Agribusiness	5	2.08%
Product Sales System	Retail	17	7.08%
	Distributor	4	1.67%
	Direct Selling	219	91.25%
Level of Business Competition	Low	39	16.25%
	Moderate	99	41.25%
	High	102	42.5%
	Never	2	0.83%

4.2. Outlier Model Measurement

The results gathered from the research questionnaire were analyzed using the SmartPLS version 3.2.9 software. To complete the analysis, the guidelines referred to Juliandi (2018). The experiments conducted were the validity and reliability tests for testing the outer model. In addition, the loading factor and average variance extracted set out a convergent validity test that involves a loading factor above 0.7 and an average variance extracted value of 0.5 (Hair, 2014). It is possible to analyze

the reliability test of the data from the Cronbach's alpha and composite reliability value of above 0.7. The Discriminant Validity was also tested for this analysis using a comparison of average variance extracted square root with the correlation coefficient among the constructs. According to (Byrne, 2010), for the measurement of Discriminant Validity, it is acceptable, if the average variance extracted value of the two construction values is higher than the correlation square. The analysis revealed that all the unobserved square root variables of the 10 constructs were greater than the relationship between each pair of latent variables (See Table 3). Therefore, in this analysis, the Discriminant Validity of all latent variables is well accepted and reasonable (Schaupp et al., 2010). It can be inferred, based on Figure 2 and Table 2 as presented below, the value of each instrument was valid and reliable.

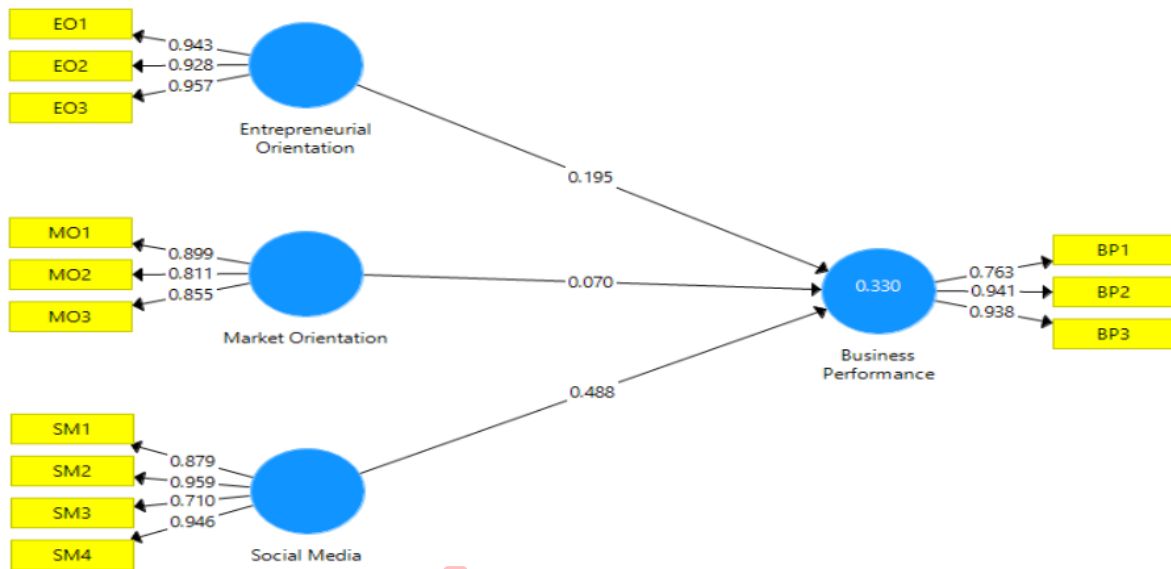


Figure 2: Outlier Model Display

Table 2. Outlier Model Measurement Results

Construct/item	Outlier Loadings	Cronbach's alpha	CR	AVE
Entrepreneurial Orientation		0.938	0.960	0.889
EO1	0.943			
EO1	0.928			
EO1	0.957			
Market Orientation		0.818	0.891	0.732
MO1	0.899			
MO2	0.811			
MO3	0.855			
Social Media		0.897	0.931	0.773
SM1	0.879			
SM2	0.959			
SM3	0.710			
SM4	0.946			
Business Performance		0.856	0.915	0.783
BP1	0.763			
BP1	0.941			
BP1	0.938			

Table 3. Discriminant Validity

Business performance	0.885			
Entrepreneurial orientation	0.267	0.943		
Market orientation	0.198	-0.075	0.856	
Social Media	0.540	0.159	0.292	0.879

Based on the results of the Outlier Model Measurement in Table 2 above, it obtained that each loading factor and the average variance extracted value on the indicators of the variables of entrepreneurial orientation, market orientation, social media, and business performance was above 0.7 (the loading factor) and above 0.5 (the average variance extracted). Besides, the composite reliability value for the research variable can be determined according to the value for each reliability above which was above 0.7, which can be explained as follows: entrepreneurial orientation obtained 0.960, market orientation obtained 0.891, social media obtained 0.931, and business performance obtained 0.915. Then, the value for each variable was higher than 0.7 for the Cronbach's alpha, which indicated that all research variables had strong reliability values. The results of the analysis showed that it is possible to carry out more testing. This is because the values met the requirements, so that the relationship between variables was considered strong.

4.3. Inner Model Measurement

This stage used SmartPLS 3.2.9 software to evaluate the model. By bootstrapping the research data that had been collected, it obtained results on the significance of the variables analyzed that were related to each other. Besides, it obtained the R-square value that describes how well the exogenous variables can formulate the other variables, the endogenous ones. The R-square values can be classified into three groups (Chin et al., 2008). The first is the weak relationship between exogenous variables that form endogenous variables (the R-square value: 0.19). The second is the moderate relationship between exogenous variables that form endogenous variables (the R-square value: 0.33). The last is the strong relationship between exogenous variables that form endogenous variables (R-square value: 0.67). Furthermore, the relationship can also be considered to be remarkably strong when the R-square value > 0.67 (Sarwono, 2016).

Table 4. Results of the R-Square value assessment

Notes	R-Square	R-Square Adjusted
Business Performance	0.330	0.321

Based on the R-square value, it obtained a value of 0.330, in which the range values were 0.33-0.67. The results showed a moderate relationship in the efficiency of the exogenous variables to illustrate the endogenous variables. In addition, a significance test was conducted to prove the hypotheses. This is also to examine the relationship between the exogenous and endogenous variables. Meanwhile, the p-value describes the criterion of significance. With a significance level of 5%, in a case when the p-value between the variables (exogenous and endogenous) < 0.05, the exogenous variable affects the endogenous variables significantly and vice versa. Whereas in a case when the p-

value < 0.05 , the exogenous variable does not affect the formulation of the endogenous variable significantly. The findings of the testing of the hypothesis can be seen in Figure 3 and Table 5 below.

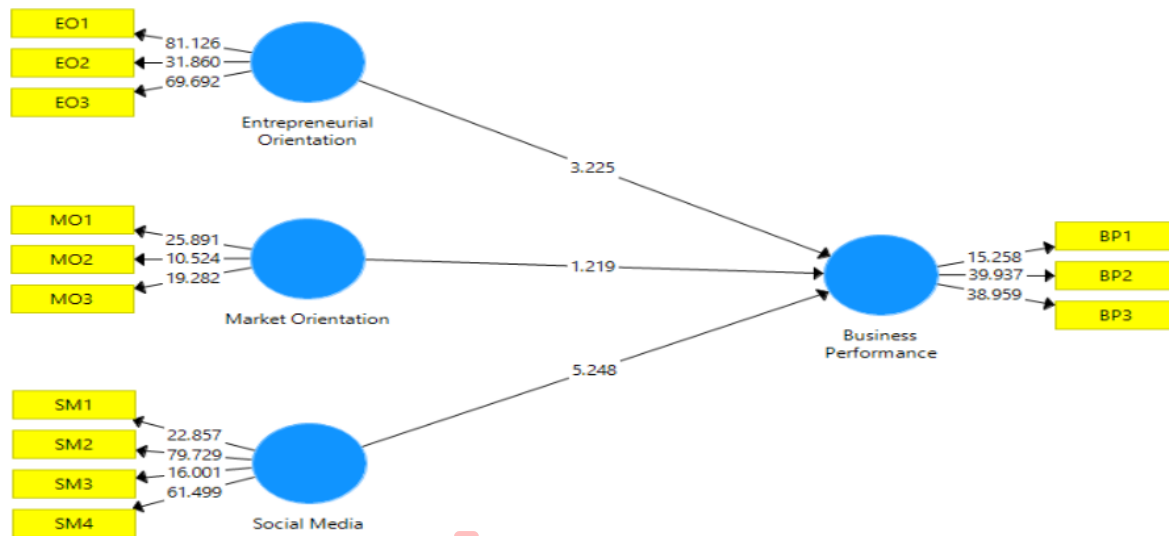


Figure 3. Inner Model Display

Table 5. Results of the Path Coefficients Test

Path Between Variables	Original Sample	T-statistics	P-value	Result
Entrepreneurial orientation >> Business performance	0.195	3.225	0.001	Accepted
Market orientation >> Business performance	0.070	1.219	0.223	Rejected
Social Media >> Business performance	0.488	5.248	0.000	Accepted

Table 5 above shows the results of the path coefficients test. Based on the analysis, the endogenous variables were significantly influenced by the exogenous variables. This is indicated by the significance test of the relationship between both variables. Therefore, one hypothesis on the relationship between market orientation and business performance showed an insignificant effect, so that it was rejected. Then, the other 2 hypotheses were accepted, in which the entrepreneurial orientation had a significant effect on the business performance. Furthermore, the social media variable also had a significant effect on the business performance.

4.3. Discussion

The findings of the analysis found that there was a strong and significant influence on business performance from entrepreneurial orientation. These findings are in line with some previous studies (Ali et al., 2020); (Khan et al., 2020) which stated that entrepreneurial orientation is an important component to improve company performance through optimal utilization of human resources and increase innovation, competitive strategy, and be proactive in observing opportunities in the market.

Furthermore, entrepreneurial principles can enhance the transition and regeneration of enterprises, which can help develop new businesses and create new expertise in the market growth (Masa'deh et al., 2018). Thus, MSME players must be oriented towards entrepreneurial values, considering that the contribution of entrepreneurial orientation to the company's ability can develop rapidly and be able to increase local and international competitiveness (Buli, 2017). The findings of this study, on the other side, refute studies undertaken by (Imma Andiningtyas R.S. & Ratna L. Nugroho, 2014) and (Djodjono & Tawas, 2014), which argued that there was no major impact of entrepreneurial orientation on business performance. This was because business managers did not fully understand how to use entrepreneurial orientation stages or processes in their business management so that there were no significant changes in differentiating the products produced.

The study findings revealed that market orientation had a favorable yet insignificant impact on business performance. Such observations are in line with other reports (Alhakimi & Mahmoud, 2020) and (Solikahan & Mohammad, 2019) which stated that market orientation did not affect significantly business performance. This can occur because some business players are unable to create market opportunities and customer value, such as experience, product attributes, and perceptions of product quality in meeting market demands. These findings are also consistent with another study (Purnamasari & Andreas Wijaya, 2020) which showed that business performance will not make potential progress if MSME players only focus on the company's growth, but do not engage with market orientation not the market orientation movements. However, the findings by (Micheels & Gow, 2015) indicated different results, in which in order to achieve improved sales results, market-oriented firms can constantly search and analyze the orientation of consumer desires. By being market-oriented, the marketing performance will improve and along with the increase in marketing, the MSME business will continue (Afiyati et al., 2019). Implementing a market orientation that is compatible with consumer orientation, competitor orientation, and inter-functional collaboration would boost company efficiency (Putri & Yasa, 2018).

The study findings found that social media has a positive and significant effect on business performance. The findings of this research are consistent with the results of the study conducted by (Yasa et al., 2020) with the finding that the higher the promotion strategy using social media will increase the company success of SMEs. The existence of online marketing using social media is inseparable from the support of new network-based technology infrastructures, such as smartphones and other supporting applications (Sudirman et al., 2020). Promotional activities using social media can increase sales turnover, market share, and business profits (Zhang & Ahmed, 2018). From an online business perspective, it is necessary to understand the online business environment carefully to avoid disruptions that obstruct sales performance (Halim et al., 2020). Findings by (Ahmad et al., 2019) expressed different opinions based on the results of the study they found, which stated that social networking did not have a huge influence on corporate success. It was because social media was compliant with the majority of company organizations' existing systems. Findings by (Nair, 2011) also indicated that social media is part of an experimental method and the outcomes cannot be measured explicitly. Thereby, there needs to be an effort by business organizations to invest some capital in reporting and assessing the benefits of social media for business performance.

5. Conclusions

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Based on the findings of the hypothesis test carried out, the results of this analysis are the results of testing the entrepreneurial orientation that showed a strong and significant effect on the business performance of the entrepreneurial orientation. The findings of evaluating the market

orientation revealed that there was a favorable but insignificant impact on the business performance of the market orientation. Then, the findings of the social media variable research revealed that the use of social media has a strong and significant effect on business performance. It suggests that there was a moderate relationship between entrepreneurial orientation, market orientation, social media, and business performance, seen from the R-square value of the endogenous variables. To increase the capacity and opportunities for product innovation, can be carried out by utilizing entrepreneurial orientation, market orientation, and the use of social media skills. Thus, it is necessary to have the training and mentoring activities for MSME players regarding entrepreneurship orientation, increasing market share through market orientation, and the effectiveness of using social media.

Appendixes

Appendix 1: Measurement Variable

Variables	Codes	Items	References
Entrepreneurial Orientation	EO1	Innovative	(Keh et al., 2007); (Wahyuni & Sara, 2020); (Vitale et al., 2015)
	EO2	Proactive	
	EO3	Risk	
Market Orientation	MO1	Customer Orientation	(Newman et al., 2016); (Sampaio et al., 2019); (Mahmoud, 2011);
	MO2	Competitor Orientation	
	MO3	Inter-functional Coordination of Management	
Social Media	SM1	Social Media Compatibility	(Tajudeen et al., 2018); (Teo & Pian, 2003); (Lee & Kozar, 2009); (Chai et al., 2011)
	SM2	Social Media Interactivity	
	SM3	Social Media Usage	
	SM4	Social Media Structural Assurance	
Business Performance	BP1	Market Share Growth	(Huhtala et al., 2014); (Garg et al., 2020); (Kaur et al., 2019);
	BP2	Sales Volume	
	BP3	Profitability	

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