

# Resource-Based Effect of Strategy and Entrepreneurship Orientation of Small and Micro Advantage Competitive (Studies in Ethnicity Services Business Maluku)

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**Abstract:** *The critical role of small and medium enterprises in the Indonesian economy is not aligned with the level of competitiveness. Publication of The Global Competitiveness Report published by the World Economic Forum in 2008 showed Indonesia's competitiveness in the global competition ranks 55th of 134 countries. This study is explanatory with quantitative approach. Population is the small business/micro enterprises Maluku ethnicity who move in the services sector, while the samples used in this study was 100 respondents. Sampling in this study using a non-probability sampling method, using judgment sampling techniques. Resource-based strategy is actualized in resources and capabilities increased the entrepreneurial orientation. Resource-based strategy can better improve the competitiveness in terms of cost advantage, differentiation advantage of small businesses and micro-enterprises, especially ethnic Maluku business services. Entrepreneurial orientation in terms of innovative attitude, proactive risk-taking can enhance the competitiveness of small businesses and micro enterprises in terms of ethnic Maluku cost advantage, differentiation advantage and excellence focus.*

**Keywords:** Resource-Based Strategy, Orientation Entrepreneurship, Small and Micro Enterprises

## 1. Introduction

Facts prove in the context of Indonesia's economy, small business is a very strategic economic actors. The results of Economic Census 2012 conducted by the Central Bureau of Statistics, of the total 22.7 million companies in Indonesia micro and small enterprises dominate in terms of business units (a percentage amount equal to 99.1% of the total number of business units in Indonesia and the products of small and micro enterprises accounted for 33.5% of the total output of Indonesia). The critical role of small and medium enterprises in the Indonesian economy is not aligned with the level of competitiveness, the publication of The Global Competitiveness Report published by the World Economic Forum in 2008 shows Indonesian competitiveness in the global competition is at number 55 of 134 countries (Chamber of Commerce, 2008, in Tupamahu, 2010).

Some empirical and theoretical studies, among others by, Soeyono (2006); Suryana (2007) expresses the fact weaknesses and challenges classical small businesses in Indonesia as a barrier to the competitiveness of enterprises, among others, lack of capital, human resources are limited, weak business networks, the business climate is not conducive, limited infrastructure effort, and limited market access. The study results Lung (2007) expresses the fact the average number of small businesses in Indonesia that went bankrupt and closed (mortality business) as a result of the general weakness of micro and small enterprises, as many as 8.8 million units in one year. Overview of the phenomenon and the results of empirical studies indicate ambivalence of the potential and the fact the competitiveness of small businesses in Indonesia. Low competitiveness effect on long-term existence of a company. Opinion Black and Porter (2000) in Hasannudin (2006) corroborate this argument by

stating that competitiveness is the ability of a company to win consistently in the long term competitive situation. Porter (2008) says that competitive advantage is the heart of the performance of the company to compete and thrive and be able to defend themselves from the competitive pressures of the market.

Basically companies (including small businesses) is seen as a "going concern", that exists and grows not for a moment, but over the long term, Seth and Thomas (1994) actualized as "to generate and to maintain long-term viability". But the reality of small business at the present time are in a dynamic business environment with the level of competition, thus the common question that arises is how competitiveness can be built and maintained. Grant (1991) concluded that the company could use the resource-based strategy in the face of competition and complex external crisis. The results of empirical studies prove the resource-based strategy is a determinant in the formation of the company's competitiveness. The study of the Resource-Based View-RBV centered on two critical factors that limit ex post competition: imitability imperfect and imperfect substitutability. The second effort is called the isolation mechanism.

The basic assumption Resource-Based View-RBV is that resources in the companies merged into one (bundles) and the ability of the underlying production is not equal to one another. The essence of the combination of resources and capabilities such as "what" makes an organization unique in its ability to offer value to customers (Purwohandoko, 2009). Results of previous studies and theoretical concepts to justify the concept of resource-based manner universal as a potential power source or terms of competitive advantage, driving maximum performance of large-scale enterprises, as

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well as prove their relevance when applied to large-scale enterprises. The relevance of the results of these studies are based on the characteristics of large companies that have a relatively formal resource assets, diverse, and complete, potentially able to form strategic capabilities, valuable, difficult to imitate or diverted by competitors.

In fact the results of previous studies raise controversy or gab on the achievement of competitive advantage groove on large-scale enterprises with micro or small enterprises, if the concept of resource-based justified as a basic concept that is singular to produce the company's competitiveness. This argument is based on the characteristics of the composition of the capabilities and resources that are owned by small companies or small businesses, not varied and with a relatively small amount, compared to large companies. Wright (1995) in Ferdinand (2006) states that the quantity is not all resources and capabilities are a source of competitive advantage, but the main focus is the compatibility and a unique combination of resources and capabilities with the strategy. The argument is relevant to the opinion of Barney and Arian (2000) in Purwohandoko (2009), which revealed different views on resource-based view, they considered that the existence of resource-based view only company still weak in forming or generating competitive advantage when ignoring the characteristics of the market, the focus into the corporate as well as the entrepreneurial aspect, so that pose a risk to the sustainability of the company.

Results of research Emilia and Zuzana (2006) supports this assumption by stating that the concept of strategic management in small companies must be strategic concept of entrepreneurship. Ideally the implementation of the strategy is the process integrate combination of attributes and entrepreneurial strategy or strategies based entrepreneurship. The argument is relevant to the theoretical concept of strategic entrepreneurship developed by Ireland and Webb (2006), which justifies the strategy used for the company to simultaneously explore the source of competitive advantage for the future and exploit innovations to date, which will be the basis of competitive advantage continues constantly. The strategic approach is focused to develop the flow of creativity and innovation that consistently exceeding competitors, and can help small businesses establish a competitive advantage as the superior performance today and in the future.

The theoretical concept is reinforced by the results of empirical studies Ferreira and Azevedo (2007), which proves that the entrepreneurial orientation as an essential factor in linking between resources and capabilities to the growth of small businesses. Entrepreneurial orientation is carried out entrepreneurship activity that includes methods, practices, styles of decisions taking that used to take action entrepreneur. Miller (1978) in Sengen (2005) states that the success of small business performance is determined by the entrepreneurial orientation. Results of empirical studies and theoretical concepts that justify the essence of entrepreneurial orientation as a determinant of the formation of competitive advantage (competitive advantage) for small businesses. Conception of entrepreneurial orientation is relevant solutions and postulated a positive impact for small businesses in an environment of intense competition.

Condition increasingly competitive business environment in the regional context requires small businesses to leverage the resources in an innovative and proactive in order to win the competition. In particular reality of the existence of small business development and micro ethnic Maluku in Ambon, an actual picture of the business activities of small businesses in the process of achieving competitive advantage (competitive advantage) is relatively complex. Ambon City economic recovery in post-conflict socio encourage a "new phenomenon" that is, the tendency of ethnic Maluku overall involvement in business activities. This condition can be described as "climax" the dynamics of economic activity Moluccan note bane is a country boy Maluku, as a result of changes in environmental conditions and social aspects in the city of Ambon and Maluku in general. This phase is the rapid development of ethnic Maluku in business activity. General characteristics of ethnic Maluku majority of business activity in the services sector activity. Ambon City economic recovery in post-conflict social as well as improving conditions generally at Maluku and Ambon in particular, to encourage business activity in the city of Ambon, the better. On the other side of the rapid development of business activities in the city of Ambon, the higher the impact on competition potentially uncertain success and business continuity.

Small businesses and micro businesses ethnic Maluku will be able to withstand the competition as a result of changes in the business environment, if it has the resources and capabilities to create something difference and have unique characteristics compared to its competitors. Excellence is a major concern of management of a company (Ferdinand, 2006). Refer to the Resource-Based Theory Of Firm (RBT), one way to generate competitive advantage is by creating or generating a kind of resources and capabilities that a typical enterprise and hard to replicate. Capability shared resources is a source of competitive advantage, capability is the capacity of companies to use resources that are integrated with a view to achieving the ultimate goal of companies (Hitt et al., 2001).

Based on the phenomenon, the theoretical concepts and previous research, this study aims to analyze the effect of directly or indirectly, resource-based strategy and entrepreneurial orientation on competitive advantage (competitive advantage) of small businesses and micro-enterprises ethnic Maluku in Ambon City. Strategy Resource-Based View-RBV is the formulation of strategies that generally depart from an assessment of the competence and resources to small businesses and micro-enterprises ethnic Maluku, where things are different (distinctive) or superior, than competitors can be the basis of competitive advantage. Indicator to measure the strategy Resource-Based View-RBV in this study consisted of two indicators: resources and capabilities, (Hitt et al., 2001). Indicators of resources and capabilities with those items: finance (in terms of the ability of small businesses to increase working capital), the reputation of religious ethics, law and human resources (expertise, creativity, discipline, compensation and commitment).

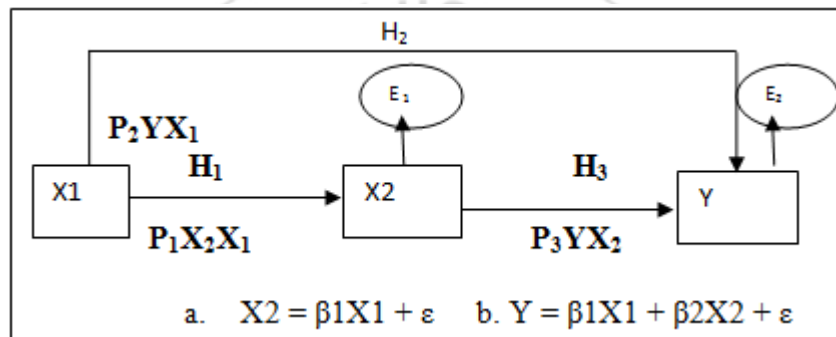
Entrepreneurial orientation with regard to aspects of psychometric views of innovation, proactive nature and the courage to take risks that are owned by small businesses and

micro-ethnic Maluku. Entrepreneurial orientation in this study include indicators adopted from Kashmir. (2011), among others, (a) innovative (small businesses and micro-enterprises ethnic Maluku find new markets, create categories of new products, finding ways non product to create value for customers and find ways to create value for customers through partnerships with businesses the others), (b) proactive (small businesses and micro-enterprises ethnic Maluku introduced a product or a new service before competitors do, increase customer value proactively, a partnership with a partner, best before the competition to build partnerships, pressing the lower prices and faster of competitors, improve product quality and service before competitors do), risk (there is always a way to avoid failure). Competitive advantage (competitive advantage) of small businesses and micro-enterprises ethnic Moluccas, applicative namely the ability to implement generic strategies Porter on small businesses, is how small businesses operate with a low cost, differentiation in service.

## 2. Research Methods

This research includes explanatory research with quantitative approach, which describes the relationship between the variables through hypothesis testing. Population is the small business / micro enterprises Maluku ethnicity who move in the service sector. Sampling in this study using a sampling method nonprobability, or sampling is not random, by using judgment sampling techniques.

The sample size in this study refers to the opinion of Davis and Cosenza (1993) in Kuncoro (2003) which states that determining the sample size is influenced by analytical tools and criteria used. The analysis tool in research using Path Analysis, samples used in this study was 100 respondents. Hereinafter research data were analyzed using path analysis using SPSS 16 for Windows in Figure 1.



**Figure 1: Model Path Analysis**

### Information:

- X1 = resource-based strategy
- X2 = Orientation entrepreneurship
- Y1 = a competitive advantage (competitive advantage)
- $\beta_0$  = constant
- $\beta$  = coefficient lines
- $\epsilon$  = error

Validity test results conducted on the questionnaire of indicators strategy of resource-based view, entrepreneurial orientation and competitive advantages derive more value from the value  $R_{\text{calculation}}$  and  $R_{\text{critical}}$  0195 ( $\alpha = 0.05$  two-tailed).

Thus concluded that the research instrument used is valid. while the value of the coefficient of reliability in the range of 0.850 to 0906 is greater than the value of recommendation 0.60, this means a statement to a variable strategy of resource-based view (X1), entrepreneurial orientation (X2) and competitive advantage (competitive advantage) (Y) is valid and reliable for further testing.

The average value of the variable entrepreneurial orientation of 3.69, meaning that respondents entrepreneurial orientation small business entrepreneurs and micro businesses ethnic Moluccan activity in the service sector quite well. Description of competitive advantage variables have an average value of 3.73, this description shows the competitive advantage of small businesses and micro-enterprises which

## 3. Results and Discussion

Basic interpretation of the average value used in this study, refers to the interpretation of scores in Table 1, the start of a bad / not important, less, enough, good / important to excellent / very important. In general, the average value of the variable strategy of resource-based view is in the area was good (3.74), it can be said that the respondents stated that the resource-based formulated and owned by the respondent is fair.

**Table 1: Basic Indicators Score Interpretation in Research Variables**

No	Score	Interpretation
1.	1-1.8	Unimportant
2.	>1.8 – 2.6	Less
3.	>2.6 – 3.4	Enough
4.	>3.4 – 4.2	Good
5.	>4.2 – 5.0	Very Good/ Important

Resources: Stemple, Jr (2004) in Ferdinand (2006)

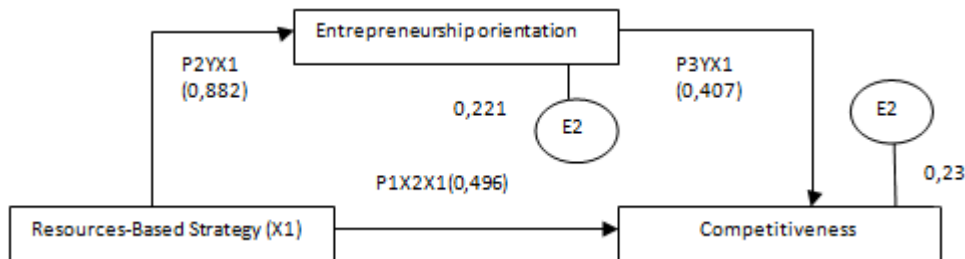
ethnic Maluku activity in the service sector quite well. The research hypotheses were tested using path analysis. Path diagram will prove the influence of the strategy of resource-based view, entrepreneurial orientation and competitive advantage. Here are the results of path analysis is based on calculations using the software Statistical Product and Services Solutions (SPSS) 16 for Windows.

**Table 2: Line Coefficient**

Endogenous Variable	Exogenous Variable	CoefficientBeta	Sig
<i>Resource-based view</i> (X1) Strategy	Entrepreneurship orientation (X2)	0.882	0.000
<i>Resource-based view</i> (X1) Strategy	<i>Competitive advantage</i> (Y)	0.496	0.000
Entrepreneurship orientation (X2)	<i>Competitive advantage</i> (Y)	0.407	0.000

Resources: primer data

The following diagram is a summary of the results of the path analysis model of the research hypotheses



**Figure 2: Results Path Analysis**

The accuracy of the model hypothesis of the research data measured by the relationship between two coefficients of determination (R2) in the second equation. In the first equation obtained a value of 0.779 (R21), the second equation 0.768 (R22) and the accuracy of the results of the model are: R2 model = 0.948728, or 94.9%. The result of the calculation model accuracy by 94.9% explained that the contribution of the model to explain the causal relationship of all the variables studied.

Testing the hypothesis 1: resource-based strategy that either directly affect entrepreneurial orientation of small businesses and micro businesses ethnic Maluku. The results of the t-test of 20 195, testing the significance of the path coefficients using comparison of sig value  $\rho$  in the table with a value of  $\alpha$  0:05. The results of the analysis prove that the value of  $\rho$  influence of X1 to X2 is significant ( $\rho$ -value = 0.000 less than the value  $\alpha$  = 0.05). Thus it can be concluded that the study data support the hypothesis H1, ie improvement of

resource-based strategy that is both significant and direct impact on the improvement of entrepreneurial orientation.

Testing the hypothesis 2: resource-based strategy that either directly affect improving the competitiveness of small businesses and micro-businesses ethnic Maluku. T-test results for 5197, testing the significance of the path coefficients using the comparison value  $\rho$  in the table with a value of  $\alpha$  0:05 sig. The results of the analysis prove that the value of  $\rho$  influence the strategy of resource-based good (X1) to increase the competitiveness of small businesses and micro businesses ethnic Maluku (Y) was significant ( $\rho$ -value = 0.000 less than the value  $\alpha$  = 0,05), and is therefore concluded that the study data support the hypothesis H2, increased resource-based strategy that is both significant and direct impact on improving the competitiveness of small businesses and micro-enterprises ethnic Maluku in Ambon City.

**Table 3: Effect of Direct and Indirect**

Endogenous Variable	Exogenous Variable	DirectEffect	Indirect Effect	Total Effect
<i>Resource-based view</i> Strategy (X1)	Entrepreneurial Orientation (X2)	0.882	-	0.882
<i>Resource-based view</i> Strategy (X1)	<i>competitive advantage</i> (Y)	0.496	Through X2 = 0.496 x 0.407 = 0.201872	0.903
Entrepreneurial orientation (X2)	<i>competitive advantage</i> (Y)	0.407	-	0.407

Hypothesis 3 states that an increase in entrepreneurial orientation direct impact on improving the competitiveness of small businesses and micro-enterprises ethnic Maluku in Ambon City. Analyses revealed t value of 3,422, significance testing using t-test on the path coefficient using the comparative value of  $\rho$  in the table with a value of  $\alpha$  0:05 sig. The results of the analysis prove that the value of  $\rho$  influence entrepreneurial orientation (X2) to increase the competitiveness of small businesses and micro-enterprises ethnic Maluku in Ambon (Y) was significant ( $\rho$ -value = 0.001 less than the value  $\alpha$  = 0,05), so it can be concluded that the results support the hypothesis H3. The results of testing this hypothesis means that an increase in entrepreneurial orientation and direct a significant effect on improving the competitiveness of small businesses and micro-enterprises ethnic Maluku in Ambon City.

Hypothesis 4 entrepreneurial orientation mediators increased influence of resource-based strategy to increase the competitiveness of small businesses and micro-enterprises ethnic Maluku in Ambon City. Testing this hypothesis is based on a comparison coefficient direct relationship with the path coefficient indirect relationships. The results of the analysis proved that the direct path coefficient is smaller than the coefficient of indirect path, this means that the hypothesis is supported by the results of the analysis so that the hypothesis can be accepted. The results of this study justify the effect of mediation entrepreneurial orientation to influence the strategy of resource-based on the competitiveness of businesses or indirect influence between strategic resource-based on the competitiveness of small businesses and micro-enterprises ethnic Maluku in Ambon has a strong influence compared to the direct relationship between resource-based strategy on the competitiveness of

small businesses and micro-enterprises ethnic Maluku in Ambon City.

The results also proved that there is a direct effect of resource-based strategy aspect of the entrepreneurial orientation. This means that the increase in resource-based strategy better in the context of the resources and capabilities that are owned by small businesses and micro-enterprises ethnic Maluku in Ambon that activity in the service sector could increase ethnic entrepreneur orientation Maluku. The entrepreneurial orientation is reflected through innovative attitude in the form of dynamic entrepreneurs to find new markets, always creating new product categories, consistently creating value for customers and build partnerships with other businesses.

Results of the study revealed that the country's small businesses and micro-enterprises ethnic Maluku in Ambon that activity in the service sector quite well illustrated by the majority of venture capital owned by entrepreneurs is their own capital, but in general the accumulation of capital to capital development work done by entrepreneurs sourced from profits set aside derived from the utilization of loans as well as commercial banks, especially Bank Maluku. Utilization of Bank loans performed by relative employers take place continuously in a good partnership. The results confirm the author with one bank official business partner of small and micro enterprises ethnic Maluku in Ambon that activity in the service sector revealed that the majority of the quality of the repayment ability of small business entrepreneurs and micro businesses ethnic Maluku in Ambon relatively well. This proves that small businesses and micro-enterprises ethnic Maluku in Ambon have financial resources in terms of ability to increase working capital and the management of financial resources is fair.

The results of descriptive describes the majority of small business entrepreneurs and micro businesses ethnic Maluku is a businessman men have a tendency towards more creative, proactive and more oriented towards the future. The descriptive overview shows the correspondence between the internal environment with characteristics of business activities in a relatively dynamic environment as well as supporting business development. Entrepreneurial men are more independent of the future-oriented, and creativity compared to women entrepreneurs. Characteristics of small business entrepreneurs and micro businesses who move on ethnic Maluku services business in this study relates to demographic and background characteristics of respondents establish entrepreneurship and support business success. Demographic characteristics such as age and gender and individual background levels of education and work experience have an influence on entrepreneurship and business success.

The results of this study prove that a strategy based on internal resources in terms of financial resources (the ability of small businesses and micro-enterprises ethnic Maluku to increased working capital), small enterprises and micro-enterprises ethnic Maluku has a reputation for religious ethics, law and Traffic employers and workers have creativity and commitment can improve the innovative and proactive behavior and can minimize the potential for

business failure. Innovative and proactive behavior affects the lack of potential for business failure is a picture of an entrepreneurial orientation which is owned by small businesses and micro-businesses ethnic Maluku. Technically innovative and proactive behavior of employers and employees actualized through commitment to small business entrepreneurs and micro-enterprises Maluku high ethnic and proactively implement ways relatively new services oriented to customer satisfaction. Small business entrepreneurs and micro-enterprises always ethnic Maluku fostering and maintaining partnerships with business partners. Innovative and proactive behavior of employers and employees also actualized through the formation of business groups aimed at forming a cartel (although the majority of the group is a group of non-formal) market in responding to market changes. Business groups also aim to continuously obtain financial assistance facilities, training and technical assistance for the development efforts of the city government and other institutions.

The results of this study prove that there is a direct effect of entrepreneurial orientation on the competitiveness of small businesses and micro-businesses ethnic Maluku. The results revealed that the innovative attitude, proactive and risk-taking which is owned by businessman and employee influence on improving the competitiveness of small businesses and micro-businesses ethnic Maluku. Empirically, these results prove that the innovative attitude reflected Maluku ethnic entrepreneurs through proactive activities to find new markets, development of knowledge and information business, target market to be able to explore and develop the ideas are new relative to be applied in business activity. Proactive attitude are technically drawn from the activity of individual employers and groups in providing information about their businesses, training formed a network of cooperation with partners, especially the agencies in the city of Ambon and outside the city of Ambon, this is done in order to expand markets, Employers provide employees the opportunity to learn to use the knowledge and information related to the business that was involved. This indicates tenure of service business entrepreneur ethnic Maluku able to create a good learning environment formation forming a guarantee of business progress and growth of the business will increase. Employers always applying a non-business activities to take advantage of social relations services/culture to create a good relationship with customers and increased value to customers through partnerships can enhance business competitiveness.

The results are consistent with the results of the study of Ireland and Webb (1999), which concluded that the entrepreneurial strategy is an approach that could serve the company well, in an attempt to rely on a competitive advantage as the track superior performance, both today and the future.

The results of this study prove the resource-based strategy affect the competitiveness of small businesses and micro-businesses ethnic Maluku. The results of this study imply that the increase in financial resources (in terms of the ability of small businesses to increase working capital), the reputation of religious ethics, law and human resources (expertise, creativity, discipline, compensation and

commitment) can improve the competitiveness of small businesses and micro-enterprises ethnic Maluku.

The results of this study prove some unidentified factors that influence or as a determinant of the competitiveness of small businesses. These factors are the positive image of companies, ethic, consistent in quality and time, the quality of human resources with a high satisfactory service, discipline, research and development of specific products, government policies conducive to excel in the marketing mix, selling price is low, the amount of capital businesses, as well as good relations with business partners.

The results are consistent with the results of the study Ferreira and Azevedo (2007), which concluded that the resources and capabilities to promote the growth of small businesses. The results of this study demonstrate that increased strategy of resource-based and entrepreneurial orientation can improve the competitiveness of small businesses and micro-enterprises ethnic Maluku, it can be concluded that the study results reveal aspects of the strategy of resource-based and entrepreneurial orientation that can improve the competitiveness of small businesses and businesses micro ethnic Maluku. The results also prove the existence of indirect influence between resource-based strategy on the competitiveness of small businesses and micro-enterprises ethnic Maluku mediated by entrepreneurial orientation. Entrepreneurial orientation were in good shape innovative entrepreneurs attitude, proactive and boldly took this risk is a mediator who is a brace the competitiveness of small businesses and micro-businesses ethnic Maluku. The results of this study prove that support entrepreneurial orientation strengthen the influence of resource-based strategy on the competitiveness of businesses, this means that the results of this study do not prove their influence directly between resource-based strategy on the competitiveness of small businesses and micro-businesses ethnic Maluku.

The results of this study support the results of the study Ferreira and Azevedo (2007), which concluded that the entrepreneurial orientation as an essential factor in linking between resources and capabilities to the growth of small businesses. The results of this study are also relevant to the study results Ireland and Webb (2006) opinion researchers justify entrepreneurial strategy is an approach that could serve the company well, in an effort to rely competitive advantage as a path superior performance, both today and the future. The results of studies that prove the existence of indirect influence between resource-based strategy on the competitiveness of small businesses and micro-businesses ethnic Maluku.

#### 4. Conclusions and Recommendations

Based on the research revealed some aspects as a determinant of the competitiveness of small businesses and micro-enterprises ethnic Maluku, among others: resource-based strategy is actualized in resources and capabilities increased the entrepreneurial orientation. Resource-based strategy can better improve the competitiveness in terms of cost advantage, differentiation advantage of small businesses and micro-enterprises, especially ethnic Maluku business

services. Entrepreneurial orientation in terms of innovative attitude, proactive risk-taking can enhance the competitiveness of small businesses and micro enterprises in terms of ethnic Maluku cost advantage, differentiation advantage and excellence focus. Entrepreneurship orientation mediates the effect of resource strategies based on the competitiveness of small businesses and micro-businesses ethnic Maluku.

Suggested the need for special attention and support of relevant agencies especially the Ambon city government through policies to strengthen the resources and capabilities and the ability to support the entrepreneurial businessman strengthening the competitiveness of small businesses and micro-businesses ethnic Maluku. Next the small businesses and micro-enterprises need to consider the development of ethnic Maluku, renewing resource-based strategy and cultivate the entrepreneurial orientation of the maximum so that the maximum business competitiveness can be achieved.

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