

Leverage of Entrepreneurship Orientation and Market Orientation to Entrepreneurship Marketing In Clothing Industry at East Java

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ABSTRACT: The research objective has to determine the leverage of entrepreneurship orientation and market orientation to entrepreneurship marketing in clothing industry. Hopefully will be able to the AEC Indonesia's economy is expected to be better. One of them is the marketing of goods and services from Indonesia can expand its reach to other ASEAN countries. In this case because the main characteristic features of the AEC 2015 is economic regions with competitiveness; a single market and production; and region with equitable economic development. The population used all of companies of the clothing industry and a sample of 51 units. Processing of the data was analyzed with multiple linier regressions aided by using SPSS. Results of studied were found that the partial and simultaneously variables X_1 and X_2 have a significant effect to the variable Y .

Keywords: entrepreneurship orientation, market orientation, entrepreneurship marketing, clothing industry.

I. INTRODUCTION

One of them is the marketing of goods and services from Indonesia can expand its reach to other ASEAN countries. Existing market share in Indonesia is not less than 252 million people. While in the AEC, the ASEAN market share around 627 million people could be targeted by Indonesia. But Indonesia has a greater opportunity to tap into a wider market. Exports and imports can also be done with a better cost. Awareness about the importance of considering the readiness of AEC 2015 is a primary obligation, because if not anticipated and is not prepared, the AEC 2015 has the potential to create instability on the national economy.

A part from the four AEC 2015 above that of potential or superior products Indonesia to ASEAN can be seen in Table 1.

Table 1 Prime Product of Indonesia to ASEAN

Against the State	Indonesia Product Prime
Singapore	wood products; textiles; leather products; clothing.
Vietnam	wood products; textiles
Kamboja	wood products; textiles; leather products; clothing
Myanmar	wood products; textiles, leather products; clothing
Laos	wood products; leather products; clothing,
Brunei	clothing
Malaysia	leather products; clothing
Thailand	wood products
Philippines	wood products; textiles; leather products.

Source: Harian Bisnis dan Investasi Kontan (2014)

One proof commodity that Prime Products of Indonesia's can be followed by their export products through fashion Indonesia according to most major product groups in 2013 are clothing products = USD 7.71 billion (65.52%) and footwear = USD 3, 86 billion (32.76%). The export value of the products of fashion Indonesia in 2013 reached = USD 11.78 billion. The period of January 2014 the export value = USD 1.08 billion, an increase 1.1% compared to the export value from January 2013. Growth in exports of fashion during the 2009-2013 period experienced a trend of positive growth = 10.59% per year according to the ministry trading was said by the Director General of Export Development (Ishak, 2014).

A strategy to improve the company's performance using statement on the importance of entrepreneurial marketing strategy. In practice, many companies become successful by (Knight, 2000). Therefore by practicing entrepreneurial marketing in a company of SME and also the nature of entrepreneurial marketing is dominated by the inherent characteristics of entrepreneurs and entrepreneurship is now widely accepted by (Rezvani and Khazaei (2013). Definition of entrepreneurial marketing has emerged to describe the activities of marketing and business the new by (Kraus et al., 2010). in the opinion of some experts also explain and also has defined

especially entrepreneurial marketing for SMEs and entrepreneurial marketing is an act of efficacious or adaptation of marketing theory to the specific needs of SMEs' by (Becherer et al. (2006).

While according to Kraus et al. (2010) found both efforts to define entrepreneurial marketing may be two sides of the same coin, as the qualitative characteristics seem to be very important in the context of marketing activities driven by the presence of: innovative, oriented towards risk and proactive. Therefore, entrepreneurial orientation is one of the important factors that can determine the success of a business by (Gupta et al., 2004), so that the entrepreneurial orientation for entrepreneurial thought has an extremely significant role towards the success of a business. According to Mahmood and Hanafi (2013) and also Zainol and Ayadurai (2011) that a company that has the concept of entrepreneurship orientation will tend to perform better than its business with a company that has adopted a conservative orientation by (Rauch et al., 2009; Wiklund and Shepherd, 2005).

Besides the role of orientation entrepreneurship is one of the characteristics in determining the success of a business, the opinion Jaworski and Kohli (1996), Baker and Sinkula (1999) "that the activities of the organization's most effective and efficient in shaping behavior in order to create superior value for consumers and superior performance on an ongoing basis. Some of the information that has been collected can be used considerations in creating added value for customers by (Slater and Narver, 1995). Market-oriented companies will be able to anticipate and responsive to what customers need now and in the future. According to Narver and Slater (1990), Voss and Voss (2000) that the orientation of the market is a broader concept, not only includes orientation to customer orientation but also to competitors and activities that involve coordination between functions within the company. Market oriented company formally will do activities that result in: (1) intelligence market, (2) disseminate intelligence to the entire department, and (3) response to follow up what is needed and expected customer by (Kohli and Jaworski, 1990).

According to Narver and Slater (1990) suggest that the market orientation, specific characteristics of business factors, and environmental factors influence the success of your business. The main idea of this market orientation is a marketing concept, which is a policy or philosophy of business (Pangeran, 2013). Market orientation means basically implementing marketing concepts. Although research on the marketing orientation has long historical, some researchers by (Kohli and Jaworski, 1990; Narver and Slater, 1990).

II. LITERATURE REVIEW

Entrepreneurial Orientation (EO)

Some authors such as Hughes and Morgan (2007) and Lumpkin and Dess (1996) have suggested that there are five dimensions of Entrepreneurial Orientation (EO): namely: innovativeness, autonomy, proactiveness, competitive aggressiveness, and risk-taking. Nevertheless, there appears to be some consensus amongst researchers by (Wiklund and Shepherd, 2005) of the primacy of the latter three dimensions (innovativeness, risk-taking, and proactiveness). According to Wiklund et al. (2009) and Miller (1983) stressed that even in recent studies scholars have decided to use the original and well-validated scale, obeiter: innovativeness, proactiveness, and risk-taking as the underlying dimensions of Entrepreneurial Orientation (EO). Morris et al. (2002), innovativeness dimension reflects a tendency to search for novel, unusual, or creative solutions to challenges). Lumpkin and Dess (1996) risk-taking reflects an acceptance of uncertainty and relates to the firm's propensity to support projects and commit resources where the costs of failure may be high such as moving into unfamiliar new markets, committing substantial resources to ventures with vague outcomes, and incurring substantial debts. Another dimension of proactiveness by Lumpkin and Dess, (1996) refers to a forward-looking perspective where companies actively try to anticipate future market opportunities, introducing new products or services ahead of the competition, thereby creating first-mover advantage over competitors.

Likewise, most of researchers have conceptualized Entrepreneurial Orientation (EO) as a reflective construct, implying that the dimensions of Entrepreneurial Orientation (EO) may covary. For example, in developing Entrepreneurial Orientation (EO) measure, according to Covin and Slevin (1988) theorized three dimensions of Entrepreneurial Orientation (EO) works together as uni-dimensional "strategic posture". It is assumed that a change in Entrepreneurial Orientation (EO) results in a change of innovativeness, proactiveness, and risk-taking concurrently (Knight, 1997; Kreiser, Marino and Weaver, 2002).

Need for Achievement

McClelland was quoted by Lee and Tsang (2001), has been frequently associated with entrepreneurial behavior about construct and originating from the seminal work. These high achievers have a strong desire to be successful, standards and setting challenging goals for themselves. In this case they are not easily satisfied with certainly strive and current achievements to improve their performance. According Smith and Miner (1984) found a positive correlation between achievement of Entrepreneurs Orientation (EO) and the growth rate of their firms. Davidsson (1989) found a positive relation between need for achievement and willingness to pursue growth among small business owners, but Begley and Boyd (1987) reported a similar relationship, though not a statistically significant one.

Internal Locus of Control

Lee and Tsang (2001) refers to an individual's perceived ability to influence events encountered in the person's life and the initial conceptualization of the locus of control construct was unidimensional and has been repeatedly questioned (Lefcourt, 1982). For while keeping the internal component intact and Levenson (1974) argues that the external dimension should be split into two sub-dimensions, namely powerful, chance and others'. The present research focuses on the internal dimension of the scale. Some researchers have linked a belief in the internal control over the events in one's life to an individual's propensity to engage in entrepreneurial activities by (Shaver and Scott, 1991). According to Brockhaus (1982:45-67) compared the locus of control scores collected in 1975 with the success rate of those firms a few years later. Therefore the businesses owners which were still existing in 1978 were found to exhibit more internal locus of control than those whose businesses had ceased to exist. Than it is reasonable to expect that individuals who have confidence in their ability to control the events in their lives would be more motivated to actively seek new business opportunities

Self-Reliance

It is important that an entrepreneur does not just work on his or her own but tries to bring in a variety of skills, connections and other resources through business partners that may help generate new ideas, solve problems and develop new business (Lee and Tsang, 2001). The existence of partners therefore provides the firm with a larger pool of resources to tap, and facilitates its development and growth. Dyke et al. (1992) found that for food manufacturers, the number of partners was positively associated with venture growth. But according to Vesper (1980) researches of new venture formation suggest that firms started by more than one person have higher chances of succeeding than those started by only one person.

Extroversion

Aldrich and Zimmer in Lee and Tsang (2001) that point out the importance of social networks in facilitating and inhibiting the activities of entrepreneurs. A successful entrepreneur needs not only to manage the internal operation of his firm, but also to establish external networks (i.e., the boundary-spanning role). Some researches (Hansen, 1995; Ostgaard and Birley, 1996) examined the effect of an entrepreneur's networking behaviour on venture performance and generally found a positive relationship between networking and performance. When entrepreneurs communicate directly, frequently, and in a broad span with their external business contacts, instead of asking subordinates to do so, their personal networks are strengthened. They gather firsthand information about the external environment and develop an intimate understanding of their businesses (Lee and Tsang (2001). According to Duchesneau and Gartner (1990) found that entrepreneurs of successful firms were likely to spend more time communicating with their customers, business partners, supplier, and employees than entrepreneurs of unsuccessful firms. In this case researches have generally found a positive relationship between such networking behaviour and venture performance.

Market Orientation (MO)

Kohli and Jaworski (1990) and Narver and Slater (1990) were early pioneers in investigating Market Orientation (MO). According to Narver and Slater (1990), Market Orientation (MO) consists of a focus on (1) customers, (2) an intimate understanding of competitors, and (3) integration of all functions within the company to create superior customer value (interfunctional coordination).

Providing superior customer value is key for maximizing long-term profit by Narver and Slater (1990) and sustainable competitive advantage. Active integration of functional groups within the company to create superior value results in a behavioral culture that guides the way employees think and act (Dobni and Luffman, 2003). Market orientation is the set of cross-functional processes and activities directed at creating and satisfying customers through continuous needs-assessment (Deshpande and Farley, 1998:213). According to Kenneth and Inman (2006). Market Orientation (MO) combined two broad dimensions, which are customer focus and needs assessment. Based on Kohli and Jaworski (1990) Market Orientation (MO) includes market intelligence generation which relates to customers current and future needs dissemination of market intelligence across departments and finally organization responsiveness.

The term Market Orientation (MO), Debruyne and Schoovaerts (2006), refers to the implementation of the marketing concept. That is, Market Orientation (MO) implies listening to customers and responding to their interest and needs.

Entrepreneurship Marketing (EM)

Amer et al. (2013), Entrepreneurial Marketing (EM) is considered a recent concept because it has evolved over more than two decades and there is no integrated analysis or comprehensive theory of entrepreneurial marketing. Miles and Darroch (2006) specified seven elements of Entrepreneurial Marketing (EM); customer

intensity, value creation, resource leveraging, risk management, innovation, and opportunity – driven and proactive. The term Entrepreneurial Marketing (EM) describes the marketing processes of firms pursuing opportunities in uncertain market circumstances, often under constrained resource conditions (Becherer et al., 2006). Morris et al. (2002) explored the construct of Entrepreneurial Marketing (EM) and suggest that it is "the proactive identification and exploitation of opportunities for acquiring and retaining profitable customers through innovative approaches to risk management, Entrepreneurial Marketing (EM) dimensions that are mentioned by (Lumpkin and Dess 1996) and marketing identity. Collinson and Shaw (2001) described Entrepreneurial Marketing (EM) as responsiveness to the marketplace and a seemingly intuitive ability to anticipate changes in customer demands. Mort, presented some advances identifying four key strategies of Entrepreneurial Marketing (EM) as comprising opportunity creation, customer intimacy-based innovative products, resource enhancement and legitimacy. These core strategies of Entrepreneurial Marketing (EM) are identified by mapping to enhanced performance (Weerawardena and Liesch, 2006).

Based on Entrepreneurial Marketing (EM) as a strategy for the twenty-first century because it plays a role in addressing the dynamic marketing environment of recent times where both the entrepreneur and the customer are the core actors, co-creating value within the Entrepreneurial Marketing (EM), for that reason organizations engaging in Entrepreneurial Marketing (EM) need to be both customer and entrepreneur centric in their strategic approaches (Morrish, 2011)

During the past two decades a new area of marketing namely Entrepreneurial Marketing (EM), has increasingly gained attention in research as well as a subject for new courses and new Aspects of marketing (Hills and Hultman, 2006:219-234). For this research the definition for Entrepreneurial Marketing (EM) is defined as: The proactive identification and exploration of opportunities for acquiring and retaining Profitable customers through innovative approaches to risk management, resource leveraging and value creation (Morris et al., 2002).

III. RESEARCH METHODS

Population and Sample

The population in this study are all companies of the clothing industry, namely especially for medium-scale enterprises in East Java. Total population = 280 units and the sample is part of the number and characteristics possessed by the population (Sangaji and Sopiah, 2010: 186) and a sample of 51 units.

Validity and Reliability Test

The research instrument used in this study with standardized answers consideration in accordance with the intended use of the instrument itself in order to obtain information with a degree of validity and reliability as high as possible (Rangkuti, 2007:35). Before the instrument used in this study should qualify as a measuring tool that is valid and reliable, therefore first tested the validity and reliability of the instrument. While the indicator will be valid only if the value of significance on the validity test < 0.05 (Sunyoto, 2012: 55).

To measure the level of reliability of the instrument was conducted by internal consistency coefficient alpha is also known as Cronbach Alpha. Reliability testing performed with SPSS according to Sunyoto (2012: 35) the measuring instrument said to be reliable if the value of the coefficient > 0.60 with Cronback Alpha if Item Deleted $<$ Cronback Alpha (Nugroho, 2011).

Research Instruments

An instrument is an instrument measuring knowledge, skills, intelligence or attitudes of individuals and groups. According to Sugiyono (2010) thus the number of instruments that will be used for research will depend on the number of variables studied.

IV. RESULT AND DISCUSSION

In accordance with the purpose of research, data analysis will be performed using multiple linear regression equation with SPSS (Santoso, 2010). Multiple linear regression analysis model in this study is the variable Y as the dependent variable, the independent variables are X_1 , and X_2 . The shape of the multiple linear regression equation used in this study as follows:

$$Y = a + \beta_1 X_1 + \beta_2 X_2$$

Description:

Y	=	Entrepreneurship Marketing (EM)
a	=	Constant
β_1	=	Coefficient of Entrepreneurship Orientation (EO)
X_1	=	Variable of Entrepreneurship Orientation (EO)
β_2	=	Coefficient of Marketing Orientation (MO)
X_2	=	Variable of Marketing Orientation (MO)

This analysis is used to explain or predict the variables bound by two or more independent variables by (Kuncoro, 2009). The regression analysis using OLS (Ordinary Least Square) the primary purpose of this method is to estimate the population regression function based on the regression function. According to Kuncoro (2009), so it can be concluded that the multiple linear regression analysis was conducted aimed to determine the effect of Entrepreneurship Orientation (EO) is X_1 , Marketing Orientation (MO) is X_2 and Entrepreneurship Marketing (EM) is Y . Multiple linear regression analysis was also able to prove whether the independent variables (X_1 , and X_2) have an influence on the dependent variable (Y) either simultaneously or partial. The following is a Table 2. regression that has been processed using SPSS.

Table 2 Partial Test Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.002	.246		.009	.993
	X1	.236	.070	.222	3.385	.001
	X2	1.234	.104	.778	11.891	.000

a. Dependent Variable: Y

Based on Table 2., the researcher can establish a regression model is as follows:

$$Y = 0.002 + 0.236 X_1 + 1.234 X_2$$

- The value of the regression coefficient of 0.236 with a Entrepreneurship Orientation (EO) significance of 0.000 or 0% < 5%, means significance to predict the value of an Entrepreneurship Marketing (EM).
- The value of the regression coefficient of 1.234 with a Marketing Orientation (MO) significance of 0.000 or 0% < 5%, means significance to predict the value of an Entrepreneurship Marketing (EM).

Simultaneously Test (F-Test)

F test basically shows whether all the independent variables X_1 , and X_2 are included in the model simultaneously influence - as the dependent variable (Y).

Assessment for the F test, if the value of sig < 0.05 then the H_0 is accepted and H_1 is rejected. In this case the independent variable simultaneously has no effect to the dependent variable. Based on Table 3. Below it can be seen that the results of the value of $F = 96824.480$ with sig 0.000 < 0.05. it can be concluded that the variables (X_1 , and X_2) simultaneously have a significant effect to (Y).

Table 3 Simultaneously Test ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	562334.786	2	281167.393	96824.480	.000 ^b
	Residual	142.290	49	2.904		
	Total	562477.077	51			

Partial Test (t-test)

Partial test or t test basically shows how much influence each independent variable (X_1 and X_2) partially on the dependent variable (Y). Assessment to test t, if the value of sig < 0.05, then H_0 is accepted and H_1 is rejected. In this case the independent variables partially no effect on the dependent variable or otherwise see Table 2.

V. CONCLUSION

Based on the results of the previous analysis, the researchers came to the conclusion as follows:

1. Entrepreneurship Orientation (EO) variable (X_1) partially significantly influence to Entrepreneurship Marketing (EM) as variable (Y)
2. Marketing Orientation (MO) variable (X_2) partially significantly influence to Entrepreneurship Marketing (EM) as variable (Y)
3. Entrepreneurship Orientation (EO) variable (X_1) and Marketing Orientation (MO) variable (X_2) are simultaneously significant effect to Entrepreneurship Marketing (EM) as variable (Y)

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