


PENGARUH *MARKET ORIENTATION* TERHADAP *BUSINESS PERFORMANCE* DENGAN *COMPETITIVE ADVANTAGE* SEBAGAI VARIABEL *INTERVENING* PADA UMKM MAKANAN DAN MINUMAN DI INDONESIA

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Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh *market orientation* terhadap *business performance* dengan *competitive advantage* sebagai variabel *intervening* pada UMKM makanan dan minuman di Indonesia. Populasi dalam penelitian ini adalah UMKM makanan dan minuman di Indonesia, kemudian digunakan teknik pengambilan sampel *purposive sampling*, sehingga didapat sebanyak 156 sampel yang dapat diolah. Pengumpulan data primer dilakukan dengan metode kuesioner yang disebarluaskan melalui *google form*. Pengolahan data menggunakan aplikasi *SmartPLS (Partial Least Square)* versi 4.0.9.9. Analisis data dilakukan melalui *path coefficients* dan *indirect effect*. Hasil analisis *path coefficients* menunjukkan bahwa *market orientation* berpengaruh positif dan signifikan terhadap *competitive advantage*, *market orientation* berpengaruh positif dan signifikan terhadap *business performance*, serta *competitive advantage* berpengaruh positif dan signifikan terhadap *business performance*. Kemudian, hasil analisis *indirect effect* menunjukkan bahwa *competitive advantage* memediasi secara parsial hubungan antara *market orientation* terhadap *business performance* pada UMKM makanan dan minuman di Indonesia.

Kata Kunci: *Market Orientation, Competitive Advantage, Business Performance*

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**THE EFFECT OF MARKET ORIENTATION ON BUSINESS
PERFORMANCE WITH COMPETITIVE ADVANTAGE AS AN
INTERVENING VARIABLE IN FOOD AND BEVERAGE MSMEs IN
INDONESIA**

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Abstract

This study aims to analyze the effect of market orientation on business performance with competitive advantage as an intervening variable in food and beverage Micro, Small, and Medium Enterprises (MSMEs) in Indonesia. The population for this research consisted of food and beverage MSMEs in Indonesia, and a purposive sampling technique was used to select 156 respondents as the sample. Primary data collection was conducted using the questionnaire method distributed via Google Forms. Data processing was performed using the SmartPLS (Partial Least Squares) application version 4.0.9.9. Data analysis was conducted using path coefficients and indirect effects. The results of the path coefficients analysis show that market orientation has a positive and significant effect on competitive advantage. Furthermore, market orientation has a positive and significant effect on business performance, and competitive advantage also has a positive and significant effect on business performance. Subsequently, the results of the indirect effect analysis indicate that competitive advantage partially mediates the relationship between market orientation and business performance in food and beverage MSMEs in Indonesia.

Keywords: *Market Orientation, Competitive Advantage, Business Performance*