

# THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

## The Effect Entrepreneurship Orientation on Business Performance

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### **Abstract:**

*The aim of this study was to determine the factors influencing entrepreneurship orientation. The unit of analysis used in this study are traders' pizzeria in the area in the City Palembang-Indonesia. The results showed that business performance is influenced by factors Entrepreneurship good orientation. The method used in this research is descriptive survey with the aim know the description of the object under study and explanatory survey with the aim of knowing the characteristics of variables and variable relationship. Verification analysis using Structural Equation Modeling approach Partial Least Square (PLS-SEM) using PLS Warp software version 5.0. The results showed that businesses pizzeria in the city of Palembang has enough entrepreneurial orientation, have often made efforts to develop market-oriented, and have a good business performance. Overall, the study revealed that the performance of a good business venture enterprise business performance pizzeria in town Palembang. Orientation entrepreneurship and market found that the contribution is higher than the market orientation entrepreneurial orientation, entrepreneurial and market orientation contribute to the achievement of business performance businesses provide for mediation effect entrepreneurship and market orientation in order to improve business performance pizzeria in the city of Palembang. The findings show that a good business performance is the result of which is supported by increased market orientation and entrepreneurship.*

**Keywords:** Orientation Entrepreneurship, Business Performance.

### **1. Introduction**

Small and medium entrepreneurs should have an entrepreneurial-oriented behavior in determining a strategy that aims to achieve better business performance especially in the early stages and the stages of decline in its business. Good business performance gave decisions in small industrial businesses determined from factors skill and good human resources, namely the personal characteristics of the SME owners to identify and exploit business opportunities (Sirec and Mocnik, 2010). Business Opportunities indicate the relationship between entrepreneurial characteristics and capabilities. entrepreneurship orientation describes the company's priorities in putting the process of identification and exploitation of market opportunities (Shane & Venkataraman, 2000). Orientation entrepreneurship plays an important role in enhancing the performance of the company (Keh et al., 2007). However, from several previous studies there is a conflict in the relationship between entrepreneurial orientation and corporate performance. Stam & Elfring (2008: 104) and Gomez et al. (2010: 3) The results showed no significant relationship between entrepreneurial orientation with performance. The phenomenon of the growth of female entrepreneurship (womenpreneur) to be more competitive in the era of competition ASEAN Economic Community (AEC). So far the women in the region are still many obstacles in building the business independently. It is driven by many women in different corners of the country who live in economic trouble. They need to be raised from the economic downturn William Henley, (2016) as observers of the economy of Indosterling Capital in Jakarta.

The same thing dictated by Yayuk Sri Rahayuningsih (2016) as a member of the commission was the young entrepreneurship will still face tough competition, both domestically and globally. Moreover, has now entered the era persangan ASEAN market in MEA. MEA has a serious consequence, among others, the single market and production base in ASEAN unity in the form of impact free flow of goods, the free flow of services, the free flow of investment, the free flow of skilled labor, and the free flow of capital. Based on the description of the survey results, there are gaps (gap) the phenomenon of entrepreneurial orientation on the problems that allegedly has not made efforts optimally, thus becoming one of the entrepreneurial orientation discussion on this research. Based on these descriptions, showing gaps (gap) the phenomenon of entrepreneurial orientation on the problems that allegedly has not been sought optimally, thus becoming one of the entrepreneurial orientation discussion on this research. Based on the descriptions above, several major research gaps following this study will conduct a thorough investigation of the influence of entrepreneurship and market orientation on business performance by using variable dimensions corresponding to sales efforts pempek as micro and small enterprises. This research was conducted in order to address issues faced by businesses pempek in Palembang.

## 2. Orientation Entrepreneurship

Etymologically derived from the word entrepreneurship and business entrepreneurship, the two absorption elements derived from Sanskrit that is entrepreneurial and business. According to Big Indonesian Dictionary, entrepreneurial means: a hero; man; male properties (bold); officer. While understanding the business according to the same dictionary is activity in the field of trade (with the intent to make a profit); trading; company. So based on these two basic words can be said that the entrepreneur is the hero, or the brave who run trading activity with the purpose of seeking profit. In another part of Indonesian dictionary stated that entrepreneurs are intelligent people or gifted to identify new products, determine how new production, compiling operation to hold a new product, manage its operations and market capitalization.

In English, the term entrepreneur is known as an entrepreneur. The term entrepreneurship in Indonesian is a direct translation of entrepreneurship and entrepreneurial. So the second term in the Indonesian language is often translated in one term although both have differences. Entrepreneurship (entrepreneurship) according to Kraus et al. (2010: 21) interpreted as a trait (adjective) that describes a particular approach, entrepreneurial according to the strategic orientations that affect the organization. The term entrepreneurship is in the concept of entrepreneurial orientation in this study were derived from entrepreneurial concept. In most of the literature term strategic orientation is to illustrate the concept entrepreneurial.

According to Suryana and Bayu (2011: 24), entrepreneurship or in English known as entrepreneurship is derived from the French language, which means that entrepreneur adventurer, creator and manager of the business. The term entrepreneurship is more of a character or trait that generally inherent in an entrepreneur. The meaning of the word orientation in the Great Dictionary of Indonesian are: (1) review to determine the attitude (direction, places, etc.) is right and true; (2) yangg view underlies their thoughts or tendencies. Based on the meaning that comes from the dictionary kewirasahaan orientation can be interpreted as a gesture of view or tendency of a person in terms of intelligence or talent in identifying new products, determine how new production, compiling operation to hold a new product, manage its operations and market capitalization. Lumpkin and Dess (1996: 136) introduced the term entrepreneurial orientation (entrepreneurial orientation) are now commonly used. In their view, an entrepreneurial orientation entrepreneurial process, while entrepreneurship only refers to new entrants (new entry). According to new entrants refers to actions that may be initiated by individuals, small companies, or strategic business units of large companies. Lumpkin and Dess in the same article also identifies the dimension which characterizes the entrepreneurial process and study the relationship between entrepreneurial orientation and performance of the company as well as the possibility of moderator variables.

According to Lumpkin and Dess (1996: 136) definition of entrepreneurship orientation are: Entrepreneurial orientation is a process-focused concept of organizational entrepreneurship orientation. According to the dimensions of entrepreneurial orientation is autonomy, innovativeness, risk taking, proactiveness, and competitive aggressiveness. The entrepreneurial orientation refers to a specific level of corporate behavior in the face of risk, independent activities, engage in innovation and react positively and aggressively to outperform competitors in the market. According to Lumpkin and Dess, an organization does not have to use a fifth dimension, but it could be just using several dimensions depending on the context studied.

This is evidenced by empirical research Lumpkin and Dess (2001: 445), which uses two-dimensional, i.e. proactiveness and competitive aggressiveness. According to Wiklund and Shepherd (2005: 74) entrepreneurial orientation refers to the strategic orientation of the company, understanding the special aspects of entrepreneurship like the style, method, and practice decision-making. The statement according to Wiklund and Shepherd (2005) reflects that the entrepreneurial orientation reflects how the company operates rather than what it does. Stam & Elfring (2008: 98) defines entrepreneurship orientation: as the processes, structures, and behaviors of firms that are characterized by innovativeness, proactiveness, and risk taking. The definition of the entrepreneurial orientation is a process, structure, and behavior of the company are characterized by innovativeness, proactive, and risk-taking. The dimensions of entrepreneurial orientation according to Stam & Elfring (2008: 98) is innovativeness, proactiveness, and risk taking. The definition of entrepreneurship orientation according to Vij & Bedi (2012: 18): Entrepreneurial orientation refer to a firm's strategic orientation and it is usually seen as the extent to the which a firm innovates, takes risks to Compete aggressively and acts autonomously and proactively.

Based on the above definition, entrepreneurial orientation refers to the company's strategic orientation and is usually seen as the extent to which a company to innovate, to take risks to compete aggressively and act autonomously and proactively. Dimensions of the definition is autonomy, innovativeness, risk taking, proactiveness, and competitive aggressiveness. Besides the proposed definition and dimension Vij & Bedi (2012: 19) in the literature study also concluded that there are three types of models of entrepreneurial orientation as follows: (1) The construct model, where the dependent variable is entrepreneurial orientation. (Previous research belonging to this model says is: Lachman, 1980; Miller and Toulouse, 1986; Stevenson and Jaillo, 1990; Zahra, 1991; Zahra et al., 1999; Littunen, 2000; Poon et al., 2006; and Holt et al., 2007). (2) The EO-Strategy models, which adjust the level of entrepreneurial orientation with strategies different (Previous studies were classified in this model says is: Mintzberg, 1973; Khandwalla, 1977; Miller and Friese, 1982; Burgelman, 1983; Galbraith and Kazanjina, 1986; Covin and Slevin, 1988; Zahra, 1993; Covin et al., 1994; Lumpkin and Dess, 1996; Dess et al., 1997; Frese et al., 2002; and Ireland et al., 2009), (3) The performance of the models, the relationship between entrepreneurial orientation with performance explored, in the form of relationship bivariate or multivariate (A previous study classified in this model says is: Covin and Slevin, 1989; Zahra, 1991; Wiklund, 1999; Zahra and Garvis, 2000; Lee and Penning, 2001; Yusaf, 2002; Dimitratos et al., 2004; Kraus et al., 2005; Wiklund and Shepherd, 2005; Stam and Elfring, 2008; Ireland et al., 2009; Kreiser and Davis, 2010 ; Grande et al., 2011; and Soinen et al., 2011).

Talking about the entrepreneurial orientation cannot be separated from the discussion of entrepreneurial behavior, because it is basically a manifestation or a concrete manifestation of that is the action of the entrepreneurs themselves. According to Wiklund some previous studies (Davidsson, 1989; Gartner, 1993; Lumpkin & Dess, 1996; Miller, 1983) describes the sub variables or dimensions of

entrepreneurial orientation as a manifestation of the entrepreneurial activity. Entrepreneurial activity (entrepreneurial activity) is defined by Mair (2002) as a set of measures and practices where individuals at various levels of autonomously generating and using a combination of innovative resources to identify and pursue opportunities or chances. Based on these definitions it is clear that the actions of the entrepreneurs in the end is the identification and get the opportunity, where the pursuit of opportunities have been discussed earlier is one indicator of entrepreneurship orientation.

Opportunities are external environmental factors that cannot be controlled by the organization, therefore the strategy must adapt to opportunities and threats. Opportunities can only be used and cannot be created by the organization. Besides external factors, strengths and weaknesses were also considered in the process of formulating the strategy. A set of actions and certain practices (entrepreneurial behavior) is required in order to realize the strategy that has been set. In a definition basically contained dimensions. Dimensions in a concept can be a formative dimension (shaper) can also be dimensions that are reflective (characteristics). Most entrepreneurial dimension is the dimension that is characteristic, considering the word entrepreneurship is more of a trait or character that is inherent in an entrepreneur as discussed previously. As the reflective dimension, because it is a trait or characteristic of course not all of the characteristics to be there. Similarly, the elements that made the dimensions of entrepreneurial orientation may not be mandatory all dimensions exist. In this regard according to Lumpkin and Dess (2001: 445) of an organization does not have to use all the dimensions, but could use some dimensions depending on the context studied.

According to Suryana and Bayu (2011: 124) there are five traits an entrepreneur namely achievement motivation, orientation to the future, leadership, business networks, and the face of change. The characteristics of each of these dimensions according to Suryana and Bayu (2011: 124) are as follows: (1). Achievement motivation (hard-working, do not give up, passion, commitment) (2). Orientation to the future (visionary, positive thinking, and knowledge). (3). Leadership (courage to act, a good team, high-minded, willing to take risks, having a mentor, open, and trust). (4). Business Networking (networking, friends, co-operation). (5). Facing change (critical thinking, fun, proactive, creative, innovative, efficient, productive, original). According to Boehm (2007: 84) a key element of construct effectiveness depends on the operationalization CONSTRUCTS related. Furthermore Boehm (2007) by quoting the opinion of Lyon et al. (2000) states that in measuring the level of entrepreneurial orientation, there are three approaches: (1) the perception of managerial, (2) the company / organizational behavior, and (3) the allocation of resources. In this study the approach to be used is the perception of the managerial approach, given the micro and small enterprises is the effort floral as the unit of analysis in general secondary data on business activity management, business or financial performance are not recorded in full as well as large enterprises.

Based on the comparison of the definitions and dimensions that have been discussed, the purpose of the research as well as research object, then the definition of entrepreneurial orientation in this study refers to the definition and dimension of Vij and Bedi (2012: 18), as in the study of literature clearly describes the classification models entrepreneurial orientation, which in this study included the EO-performance models (model 3rd). Besides, it also Vij & Bedy discuss and relate explicitly to the variable performance of the business, where business performance is an issue of subject matter covered in this study.

However, the dimensions are taken only proactive and take risks, this is because the dimensions keinovasian (innovativeness) does not match the unit observed in this research that individuals and micro enterprises. The dimensions of autonomy and competitive aggressiveness is not used in kewirausahaan orientation variable in this study are included in the recall proactive dimension. So the definition of entrepreneurship orientation in this research is the strategic orientation of the company through proactive action and risk taking. Dimensions entrepreneurial orientation in this study: (1). Proactive is the ability to anticipate and act on the needs of the future by looking for new opportunities, more aggressive behavior than its competitors, and to anticipate the threat of competitors or new entrants. Indicators: looking for new opportunities in business development, is more aggressive than the competition in meeting the needs of consumers, anticipating the threat of competitors, and anticipate the threat of new entrants. (2). Taking risks is the ability to act in the markets and new segments and the courage to develop the resources with the outcome uncertain. Indicators: bold entry into a new market area, dare to enter into a new market segment, dare to invest with uncertain results.

### 3. Business Performance

High business performance is the ultimate target of all functions of the business, be it small-scale enterprises, medium and large. Venkatraman and Ramanujam (1986: 5) states that the business performance reflects the strategic management perspective is a sub part of the overall concept of the effectiveness of the company. Narrowest concept of business performance focuses on the simple use of the results that are based on financial performance reflects the company's achievement of economic objectives. The broader concept of business performance includes an emphasis on operational performance of non-financial. Venkatraman and Ramanujam further explain the business performance domain which is divided into three, namely: financial, operational, and organizational effectiveness. According to Powell and Bitner (1992: 57) reaffirms term performance of the business as a "concept of success rather than effectiveness" and the domain of business performance is a combination of domain financial and operational performance. Powell and Bitner reviewing 25 research results of six leading journals relating to "success measurement in small business research" by classifying the three variables, namely financial, operational, and effectiveness. The results of the review showed that financial variables that are generally used by small and medium companies are: ROI, ROA, sales growth, profit, ROS and ROE. At the operational variables generally use market share, export activity, and survival. In variables used overall performance effectiveness (subjective performance), satisfaction, and contribution of survival. Bergeron et al. (2002: 11)

Suggests that, in order to alleviate the problem of performance measurement, especially given the limitations of small business financial data / accounting-owned strategic management researchers have proposed an alternative approach based on the subjective measure organizational performance. Then Wiklund and Shepherd (2005: 80) states the performance of small and medium enterprises

is multidimensional, and therefore very useful in reconciling the various dimensions of performance in the empirical study. In line with these opinions, Rauch et al. (2009: 9) also states that business performance is a multidimensional concept. One common difference is between financial measures to non-financial is that non-financial measure includes objectives such as the satisfaction and success rates globally determined by the owner or manager of the company. Financial measures include the assessment of various factors such as sales growth and return on investment.

Similar statements related to the distribution of business performance, particularly the performance of small and medium enterprises, Keh, et al. (2007: 604) divides into two parts of the performance of financial and non-financial performance. As for the financial performance indicator is composed of profitability, sales growth, market share, and overall performance. While non-financial performance consists of start-ups achieve the goal, to provide a secure job, the worker, satisfaction with the performance of the company. Zeng et al. (2009: 314) states that the performance of the business to produce information tmemungkinkan companies determine strategies that can be influenced by various factors such as the expansion of overseas markets, awareness of trademarks, the availability of labor, senior manager professional, financial capabilities, international business experience, systems management, innovation capacity, control costs, and the level of technology. Furthermore Nayebzadeh, et al. (2010: 36) states that the business performance refers to the overall set of performance measurements are divided into three performance categories, namely economic, market, and financial in the context of small and medium enterprises.

Fairoz, et al. (2010: 45) in his research on the relationship between entrepreneurial orientation and performance binis states that there are five variables of the business performance of small and medium enterprises, namely: sales growth, profit, employment growth, market share growth, and satisfaction of the owner / manager. According to Hansen and Wenerfelt, based on a literature review draft business performance of the experts can be stated in essence experts still adheres to the two school of thought the main, the economic models and organizational models of firm performance (Tang, et al., 2009), which was then in current developments emerging school of thought associated with management strategy as Balance Score Card (Norton, 2008). Economic model of school of thought is based on traditional measures of economic profit, growth, and market share, while at the organizational models of firm performance school of thought based on multidimensional aspects of various phenomena in organizations related to the performance management such as: goal setting, decision making, motivation, and satisfaction.

Most of the concepts of business performance that is used by the experts in this study combines the two school of thought, namely the financial aspects (economic model) and non-financial (performance management). Opinions of experts are looking at strategic perspective that shows the measure of success with the measurement of multidimensional (financial and non-financial) can provide advantages when used together in order to determine the impact of the company's strategic decisions. Milost (2014), suggests that financial performance measures are not sufficient to meet the information needs of its users, as a consequence, the number of non-financial performance measures improved or developed measurement system. Furthermore, he argued that, although the non-financial performance measurement is an important complement to the financial measurement, but not interchangeable with one another because of the values that are applied are limited. This opinion is relevant to what has been stated Venkatraman and Ramanujam (1985), namely, Financial performance is insufficient and non-financial (operational) performance is an important supplemental ingredient for business performance measurement.

According to Dess and Robinson researchers are investigating small companies are often faced with the inability to obtain an objective measure of performance consistently, this is because, first, access to data on the performance of these companies is very limited. That information is not publicly available. The owner, is very sensitive to the release of data related to performance. Second, even if access to the information obtained by the sample companies, there is a greater risk of errors arising from accounting procedures that vary in these companies (DEVINNEY, 2009). According Khazanchi et al. (2007: 877) Subjective measures such as this may be to the manager, but a practice that is common in practical research in the manufacturing industry. In accordance with the observation unit and a second opinion is that in this study the use of subjective performance berdasarkat respondents cited the owners / entrepreneurs. For the purposes of this study, the definition of business performance that is used is based Wiklund and Shempherd (2005: 80) and Rauch et al. (2009: 9).

With the consideration in accordance with the object and purpose of the study. So the definition of business performance in this study was achievement (success) resulting from a strategic activity undertaken floral business operators using a multidimensional approach (financial and non-financial). The dimensions and indicators used in this study are as follows: (1). Financially, the indicator is the growth in sales and gross profit growth, and return on assets. (2). Non-financial, with the indicator is to maintain customer and owner satisfaction. Binis performance measure in this study based or subjective perception of businesses floral pieces. The reason for using a subjective approach for actors or business owners are usually reluctant to disclose records proper performance / objective, and they are less willing to share performance data objectively. Besides that, unlike large enterprises, they generally do not have complete records and accounting related to business performance.

Several previous studies which reveal that the entrepreneurial orientation with regard to the market orientation of research include: Slaver and Naver (1995); Baker and Sinkula (2009); Matsuno (2002); Hasim et al. (2011). In this study, the relationship between entrepreneurial orientation to a market orientation was not discussed with the purpose limitation scope of the problem and focus on just these two variables as independent variables. Also relates to methods of analysis used is SEM-PLS which emphasizes the independence of the variables (partial) were considered equal not affect each other. Entrepreneurial orientation in most of the previous research has also been linked to the performance of the company, either directly or indirectly through a variable tidak mediator. Several previous studies that join the new entrepreneurial orientation as an independent variable with performance as the dependent variable among others: Baker & Sinkula (2009); Muecke (2013); Laugh & Padachi (2015); Saleh & Swidi (2016). Researchers previously discussed the relationship between entrepreneurial orientation with the performance of small and medium companies are

Keh, et al. (2007), where the research revealed that the entrepreneurial orientation plays an important role in enhancing the performance of the company. The linkage between entrepreneurial orientation and business performance directly investigated also by Fairuz, et al. (2010) stated in his research that there is a positive relationship between the level of entrepreneurial orientation with increased performance binis small and medium manufacturing enterprises. In contrast to previous studies, Fairuz, et al. (2010) also in research combining the entrepreneurial orientation is viewed from the aspect of uni-dimensional and multi-dimensional, in that it examines how entrepreneurial orientation correlates overall and per-dimensional correlated to the performance of businesses small and medium enterprises.

Overall both entrepreneurial orientation and business performance have a positive relationship, but in part (dimension) some of which have a negative relationship. The dimensions that have a negative relationship that according to his research, namely: overall entrepreneurial orientation to the dimensions of the profit; innovativeness dimension to profit; proactiveness towards profit; and dimensions of proactiveness towards edimensi employment growth. Research conducted by Idar and Mahmood (2011) to small and medium enterprises in Malaysia also showed that the entrepreneurial orientation and significant positive effect on performance. Research by Kaisu and Sjogren (2016) where the research results revealed that the orientation of the WED effect on organizational performance. The results of similar research was also conducted Al-Dhaafari and Al Sawidi (2016) revealed that the entrepreneurial orientation has a positive and significant impact on organizational performance. Source:



Figure 1: Orientation Entrepreneurship to Business Performance

Previous research linking market orientation as an independent variable and performance as the dependent variable is Jyoti and Sharma (2012). In his research revealed that there is a significant positive correlation of MO on business performance, customer satisfaction. Other previous studies that examined the relationship of market orientation to performance is Muecke and Hofer (2013). In the research results revealed that the market orientation has a strong and significant correlation with overall company performance. Protoko & Dornberger (2014) also was one of the researchers in the research results revealed that the market orientation significantly influence business performance.

In this study, the majority proposed by Salyova et al. (2015) most of the indicators of financial performance for the financial and non-financial dinensi significant effect, but a little different with the results of other studies. In the research results revealed that: 1) responsive market orientation has a significant negative influence on the business performance and proactive market orientation has a positive influence on business performance 2) form a linear effect is not negative but positive and inverted-U-Shaped. Entrepreneurial orientation adversely affect the performance (Fairuz, et al., 2010; Hashim et al., 2011). From the above it can be concluded that there are gaps (gap) the theory could be proved empirically on the relationship between entrepreneurial orientation, research in this dissertation aims to prove the nature of the relationship between these variables directly or indirectly or both, as well as positive or negative.

#### 4. How Data Collection

Determining the size of the sample (sample size) in this study was based on analysis techniques to be used in research that prove the hypothesis Partial Least Square (PLS), which is the development of the SEM. Data that meets the requirements to be processed using the SEM can also be processed with PLS, but not to the contrary. Basically, PLS is SEM as well, only in terms of structural equation modeling PLS better known as the path modeling (Yamin and Kurniawan, 2011: 12). According to MacCallum (1996: 138) related to hypothesis testing, a technique most appropriate sample size used is power analysis techniques. Sample size determination by power test using formulas:

$$= (N - 1) d.$$

$\epsilon^2$  Where:

$\lambda$ : noncentrality parameter is a function of the lack of model fit in the population.

N: number of samples

D : Degrees of Freedom

E : RMSEA (Root Means Square Error Approximation)

$$\pi = Pr(\chi^2_{d, \lambda_a} \geq \chi^2_c).$$

#### 5. Where

$\pi$ : power or the power of the test.

Pr: probability

$\chi^2_d, \lambda_a$ : true distribution based  $\epsilon_a$  (RMSEA population)

Where

$\lambda_a = (N - 1) d. \epsilon_a^2$

$\chi^2_c$ : Ho below the critical value based  $\epsilon_0$  (RMSEA under Ho)

Where

$$\lambda_0 = (N - 1) d. \epsilon_02$$

## 6. Results and Discussion

Before discussing the results and discussion descriptively, it will first discuss the characteristics of the respondent, namely businessmen pizzeria in Palembang, South Sumatra to describe the observation unit from the viewpoint of demography with the aim to clarify and support the analytical results verification.

a. Respondents picture (Business Actor) Respondents in this study are business people pempek in southern Sumatra city of Palembang in five regions across the yaituSeberang Uluh and Ilir. The following shows some characteristics of respondents with regard to some of the variables in this study. 1. Gender From all respondents were selected as the sample is largely dominated by men and the small proportion of women. Gender needs to be told to remember a few things, the first association with business types studied were pempek effort. Pempek a symbol Palembang specialties. A woman's level against pempek generally higher than men. Other reasons sexes need to be disclosed is its association with the entrepreneurial orientation in previous studies. Relating to gender in entrepreneurship, according Kariv (2011: 397), which examines the entrepreneurial orientation founder of a business woman with a sample of the founders of a business woman of 13 countries, revealed several findings as follows: Globally however, the proportion of men the opportunity in entrepreneurship than women and it seems market forces smoking continue to put women at disadvantage in the entrepreneurial market.

### 1. Age

Characteristics of respondents' effort Pempek maker in Palembang, South Sumatra were selected as the sample by age in detail can be seen in Figure 4.2. The percentage of respondents age is between 41-45 years of age. While karakteristik age of the respondents with the smallest percentage is 61-65 years of age. Characteristics of age need to be disclosed to remember there are links with the entrepreneurial career. Hitsrich (2011: 76) reveals that it is important to distinguish between the age of entrepreneurs (the person's age businessman reflected in his experience) and chronological age. According to the experience of entrepreneurship is one measure for predicting the success of the best and most entrepreneurs start an entrepreneurial career between the ages of 22 and 45 years. According to Lange et al. (2012: 12), based on the results of research that addresses the age distribution of innovative entrepreneurs who are displayed in graphs, there is a positive linear relationship between age entrepreneur with an innovative level of cumulative percent of the entrepreneurs in the age range of 20s to the 40s.

2. Education Characteristics businesses floral pieces by level of education are derived from the selected sample is as illustrated in figure 4.3. From an overview of respondents by level of education can be seen that the highest educational entrepreneurs floral piece is Postgraduate (S2) that is equal to four people and is the lowest level of Elementary School (SD) that there are 6 people. Characteristics of respondents by education need to be disclosed in view of its association with aspects of Entrepreneurship Orientation variable. According Hitsrich (2011: 75) revealed that public education is also valuable because it facilitates the integration and accumulation of new knowledge, giving individual-inividu the opportunities greater (e.g., a broad knowledge base will provide an extensive network for discovery or creation of opportunities potential).

3. Number of Employees Business overview floral pieces based on the number of employees that are owned as shown in Figure 4.1. Most businesses floral pieces in Jakarta have employees between 1-5 people. To attempt floral pieces that have the number of employees in the range of 16-20 had the smallest percentage, namely one company alone. Based on the number of employees you have, the effort Pempek in Palembang, South Sumatra mostly included in the company's micro and small portion termsuk into small businesses.

a. Orientation Entrepreneurship- Entrepreneurial orientation as one of the independent variables in this study consisted of two-dimensional and will be analyzed descriptively based on the arithmetic mean (mean) and category judgment consecutive discussion presented in Table 1 up to 4.1. 1. Proactive The results of calculation of the average score and a category for proactive efforts coupling business venture Pempek maker in Palembang can be seen in the table

Elements Proactive	The average score	Information
Looking for new opportunities	3,19	Sometimes
Anticipating the needs of consumers	3,23	Sometimes
Anticipates the threat of competitors	3,21	Sometimes
Anticipates newcomers	3,13	Sometimes
<b>Average total score</b>	<b>3,19</b>	<b>Sometimes</b>

Table 1: Proactive efforts Pempek Business Builder in the city of Palembang in South Sumatra

Source: The results of data processing (2017)

According to the Table 1 in mind that the average score of respondents' answers to the four elements of proactive dimension included in the category of intermediate (3) is sometimes. It implies that the proactive measures taken by businesses pempek makers can generally be classified in the category of intermediate (3), which is sometimes. All attempts or acts businesses pempek makers associated with the threat of competitors, and the emergence of new competitors in general sometimes also by makers anticipated Pempek Palembang city but efforts towards action that is not optimal.

b. The nature Salespeople

The results of calculation of the average score and the assessment categories for attention to the properties of the salesperson pempek making business in Palembang in South Sumatra can be seen in Table 2

Aspects of nature salesperson rated	Score average	Information
The attention to the behavior of the seller	3,89	pay attention
Attention to the responsiveness of the seller	3,89	pay attention
Attention to the skills of the seller	3,9	pay attention
Attention to precision seller	3,90	pay attention
Attention to the seller communicative skills	4,15	pay attention
<b>Score total average</b>	<b>3,96</b>	pay attention

Table 2: Attention to properties Salesforce Enterprise Pempek in Palembang  
Source: The results of data processing (2017)

According to the Table 2 in mind that the average score of respondents' answers to a fifth aspect of the level of attention to the properties of the salesperson included in the category of attention (4). It implies that the actions relating to the improvement of the properties of the salesperson already payed. Any action related businesses with attempts to improve the behavior of the seller, the seller's responsiveness, precision seller, communicative skills seller had the attention of actors in the business of making Pempek Palembang. Salesperson in this case can businesses (respondents) itself or included other salespeople when business owners have other employees.

Among the aspects considered in the level of attention to the nature of the salesperson, effort to draw attention to the communicative skills of salespeople have an average score highest. This illustrates that the communicative skills of the salesperson is considered the most need to be considered by the business Pempek maker. Pempek addition to food products as well as typical food. Pempek making business in Palembang City could symbolize any condition, or event atmosphere relaxed atmosphere and culinary ranging from start natives up to the newcomers. Therefore, in order to deliver it to consumers need all the communicative skills of the salesperson.

## 7. Conclusion

Based on the discussion in the previous section, some conclusions can be drawn generally businessmen pizzeria in the city of Palembang in South Sumatra has enough entrepreneurial orientation, but it still has a good ability to anticipate new competitors and the courage to invest for new investment. Entrepreneurial orientation affects business performance pempek effort just to do the business actors. Entrepreneurship and market orientation in improving business performance businesses pizzeria in Palembang, South Sumatra. Entrepreneurship and market orientation does not contribute directly to the formation of business performance. Individually entrepreneurial orientation does not have an important role to business performance. Therefore, efforts should be considered and used as the primary consideration in policy decisions or decisions relating to business management be a primary consideration in policy decisions or decisions relating to the management of the business.

## 8. References

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