

# PUBLIC POLICY

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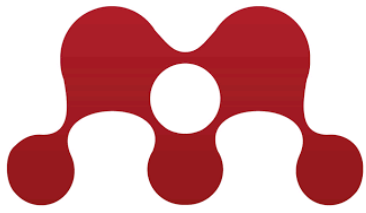
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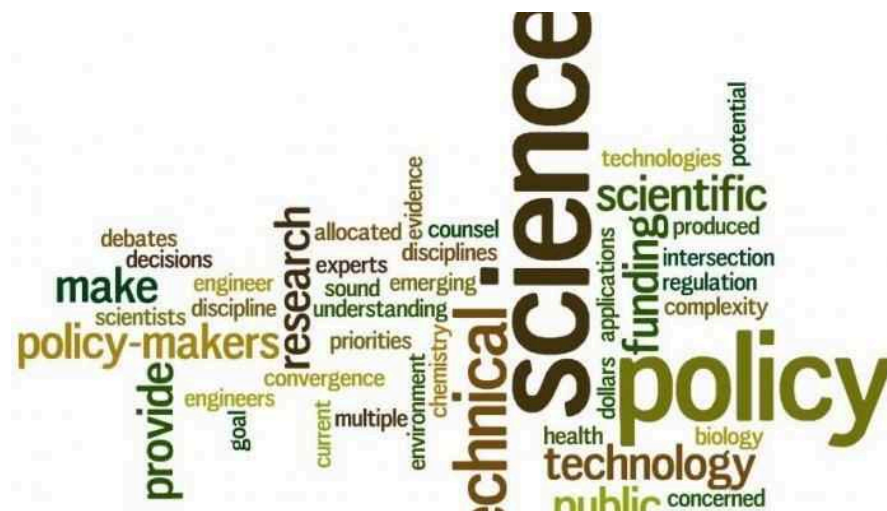




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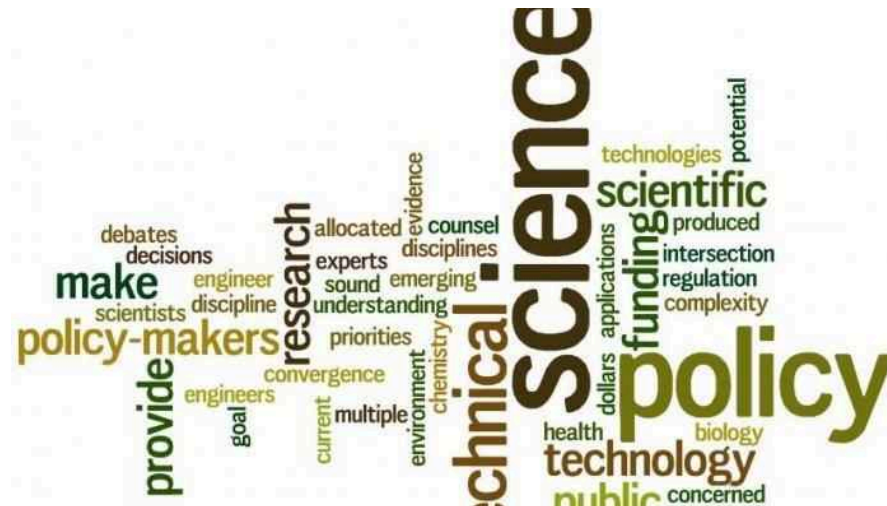




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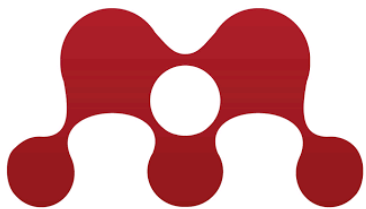


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## Small Business Performance Drivers; Market Orientation and Business Capabilities Perspectives

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### ABSTRACT

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*This research, focusing on Sambas Regency, investigates how Market Orientation and Business Capabilities influence small business performance in the West Kalimantan - Sarawak border area. Through a survey of 50 small business owners operating via the Aruk Border Post, the study found that both Market Orientation and Business Capabilities significantly impact business performance. Market orientation, requiring significant resources and focus, business capabilities, and support for performance improvement are crucial factors. The study recommends prioritizing innovation and adaptation to market needs, enhancing collaboration and resource optimization, and utilizing cross-border cooperation and digital technology for broader market access to develop business strategies sustainably.*

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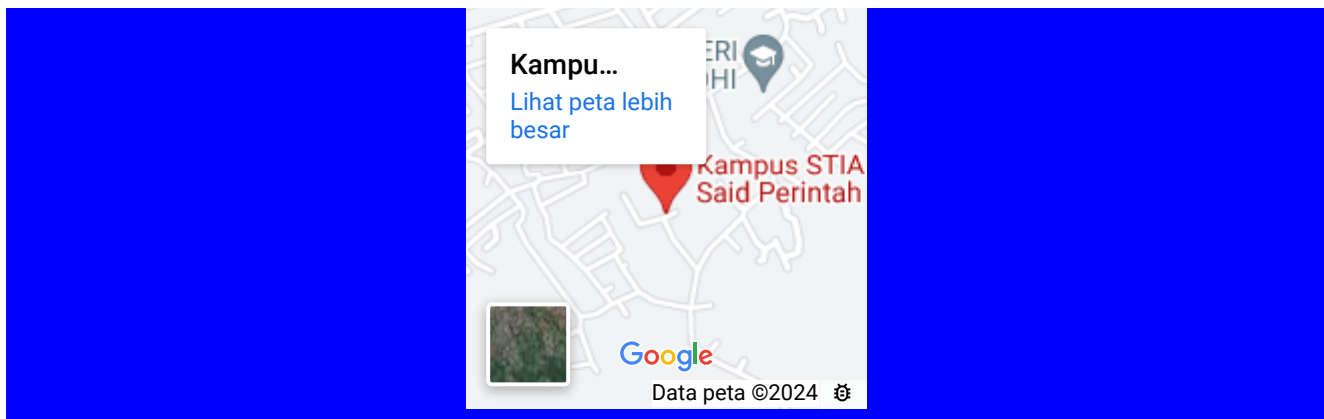
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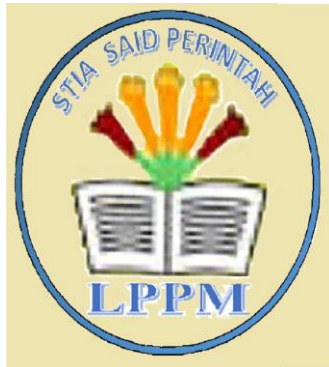


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## Small Business Performance Drivers; Market Orientation and Business Capabilities Perspectives

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### Abstract

*This research, focusing on Sambas Regency, investigates how Market Orientation and Business Capabilities influence small business performance in the West Kalimantan - Sarawak border area. Through a survey of 50 small business owners operating via the Aruk Border Post, the study found that both Market Orientation and Business Capabilities significantly impact business performance. Market orientation, requiring significant resources and focus, business capabilities, and support for performance improvement are crucial factors. The study recommends prioritizing innovation and adaptation to market needs, enhancing collaboration and resource optimization, and utilizing cross-border cooperation and digital technology for broader market access to develop business strategies sustainably.*

*Keywords ; Small Enterprises, Border, Market Orientation, Business Capabilities Strategy, Innovation.*

## **Introduction**

The border area between West Kalimantan and Sarawak, Malaysia, holds significant economic potential in Beni (2021), particularly for small businesses operating in the region (Ufitri & Puspitasari, 2022). Sambas Regency, as one of the regencies located in this border area, presents opportunities and unique challenges for small business actors in developing and maintaining their competitiveness in local and international markets (Klau & Hidayah, 2021). With the changing dynamics of the market and increasing competition, small businesses must adopt strategies that enable them to survive and thrive (Sitaniapessy et al., 2022).

As part of West Kalimantan province, Sambas Regency holds a strategically advantageous position with direct access to the Malaysian market (Purnamasari et al., 2016). In 2021, approximately 18,248 MSMEs were recorded, accounting for around 8.7% of the total MSMEs in West Kalimantan province (Badan Pusat Statistik Provinsi Kalimantan Barat, 2021). The Presidential Instruction dated January 11, 2021, Number 1 of 2021, regarding the Acceleration of Economic Development in Border Areas at Aruk, Motaain, and Skouw, reinforces the government's commitment to expedite development efforts. This instruction directs ten ministries and relevant Regional Heads to implement and complete accelerated economic programs in border areas.

The presence of this Presidential Instruction (Inpres) is a breath of fresh air for Micro, Small, and Medium-sized Enterprises (MSMEs). It presents an opportunity for cross-border traders, especially in Sambas Regency, which geographically benefits from its proximity, approximately 2 (two) hours from the Sambas Regency Government center to the zero-point border.

Sambas Regency has prominent regional products such as rice, oranges, and horticulture. The advantage in rice production led to the designation of the regency as a Pilot Project by the Ministry of Agriculture for exporting premium rice. However, the orange products do not yet have large-scale processing industries. The regency's flagship products include marine fish and jellyfish in the fisheries sector. In the crafts sector, Sambas Regency is renowned for its woven, rattan, bamboo, and pandanus crafts. According to Bapedda Sambas (2021), there are a total of 1,322 artisans in Sambas Regency, consisting of Lunggi Weaving Commodities (573 craftsmen), Rattan/Bamboo (674 craftsmen), and Pandanus (75 craftsmen). The presence of the

Aruk Border Post has stimulated export growth and shown an increasing trend. In 2022, the export value reached Rp. 15.515.041.200 and in 2023, it reached Rp. 21.371.930.999.

Despite significant opportunities, small businesses in Sambas Regency face various challenges that affect their competitiveness. These challenges include underdeveloped infrastructure, with only about 60% of roads in Sambas Regency being in good condition (Dinas Pekerjaan Umum dan Penataan Ruang, 2021) and limited access to financial resources, with only around 30% of small businesses having access to formal financial institutions (Bank Indonesia, 2020). Additionally, differences in trade regulations between countries and the intensity of competition from imported products, which comprise approximately 40% of the local market (Ministry of Trade, 2021) add complexity to their operations.

A strong market orientation Noviarso & Samputra, (2021) indicated by the ability to respond to customer needs and desires effectively, becomes crucial (Megicks & Warnaby, 2008). Adequate resource capabilities, including physical infrastructure and human resources, effective partnership strategies, and the ability to innovate productively, also emerge as key factors in enhancing competitiveness (Illahi et al., 2022). However, knowledge regarding the influence of these factors on the competitiveness of small businesses in border areas remains limited, with related studies covering less than 5% of the literature in this field (Litbang Provinsi Kalimantan Barat, n.d.). Organizations need to formulate business strategies to position themselves relative to competitors in creating a competitive advantage within the industry (Hubbard et al., n.d.). According to John A. Pearce & Richard B. Robinson, (2013) managers evaluate and choose strategies to make their businesses successful. A business will succeed if it has several relative advantages over its competitors. Business strategies focus on enhancing the competitive position of a product or service from a business unit or company in a specific industry or market segment where the company or business unit competes (Hunger & Thomas L. Wheelen, 2003).

The right business strategy is essential for every enterprise, including small businesses. Especially in the current information age, competition is becoming increasingly open. Business actors not only compete with products from their region but also with products from other regions and global products that easily enter through

various marketplaces. However, research results by Suryadi et al. (2022) reveal that traditional-based MSMEs in Sambas Regency face difficulties in competing, as evidenced by their sales performance. On the other hand, the era of online marketing has enabled products from small and medium-sized industries produced by foreign countries, especially China, to enter the domestic market, including in Sambas Regency, easily. Small business actors in Sambas Regency have been unable to sharpen their focus on target markets so that their products can reach their market segment.

Suryadi et al., (2022) highlighted several obstacles micro-business operators face in developing their businesses. The lack of adequate information and banks in remote areas leads to limited access to formal funding sources for MSMEs. Consequently, many MSMEs are deemed unbankable. Another issue relates to non-financial management factors, such as a lack of knowledge of production technology and quality control, resulting from limited opportunities to keep up with technological advancements and insufficient education and training. Eduard Yohannis Tamaela, (2021) stated that entrepreneurial characteristics are one of the determining factors for the success of a business. Additionally, most business operators also face problems related to the availability of raw materials and inadequate production equipment. Theoretically, these issues are related to business capabilities. Business capabilities are dynamic capabilities that enable MSMEs to maintain their competitiveness in the international market (Weerawardena et al., 2020). According to Falahat et al. (2021), consistent with resource-based and dynamic capability views, MSMEs with diverse capabilities are more likely to develop valuable, rare, inimitable, and non-substitutable resources, thereby facilitating the formulation of successful export market strategies. According to the RBV approach, David et al., (2015) states that organizational performance is primarily determined by internal resources grouped into three categories: physical, human, and organizational resources.

According to RBV theory, resources help companies capitalize on opportunities and neutralize existing threats. On the other hand, previous research has demonstrated the role of business capabilities in business performance. Falahat et al., (2021) found that business capabilities positively influence companies' financial and strategic performance.

Therefore, this research is not only academically important but also has significant practical implications with novelty aspects including; first, this research highlights small-scale businesses in Sambas Regency, a border area with Sarawak, Malaysia. The emphasis on small-scale businesses in border areas adds a unique dimension to this study, as business dynamics in border regions can differ from other areas. Second, this study focuses on the border area between Sambas Regency and Sarawak, Malaysia, which has unique business dynamics. This research contributes to understanding the factors influencing business performance in border areas, as well as relevant policy implications. Third, this study integrates the concepts of market orientation and business capabilities in understanding the performance of small businesses. The merging of these concepts provides new insights into how market orientation and business capabilities interact and influence business performance.

Based on the phenomena and realities encountered by the author, this study is conducted to determine and analyze the influence of market orientation and business capability on the business performance of small enterprises in the border areas of West Kalimantan - Sarawak, Malaysia, specifically in the Sambas Regency. Based on the phenomena and realities faced by the author, this research was conducted to determine and analyze the influence of market orientation and business capabilities on the business performance of small enterprises in the border areas of West Kalimantan - Sarawak, Malaysia, particularly in Sambas Regency. Another objective is to formulate recommendations for strategies that can enhance the competitiveness of small businesses in the border areas of West Kalimantan - Sarawak, Malaysia, specifically in Sambas Regency.

## **Theoretical Framework and Hypothesis Development**

### **Small Business Performance**

Two outcomes can measure the performance of small business enterprises: 1) Brand performance, which includes brand image, reputation, brand loyalty, and brand awareness, and 2) Financial performance, which includes turnover, market share, and profitability (Falahat et al., 2021). Measurement of SME business performance also includes indicator constructs Tjahjadi et al., (2022) which encompass Sales tend to increase, success in cost efficiency; profits tend to increase, ability to sell quality products

at affordable prices and deliver them on time, customer complaints tend to decrease, successful in building image and reputation. Hence, customers are loyal.

### **Market Orientation**

This concept refers to a company's understanding and response to the needs and desires of customers as well as the dynamics of competitors (Amin, 2023). Research on market orientation is largely based on the conceptual framework of Narver & Slater, (1990); Kohli & Jaworski, (1990) and Grinstein, (2008). Market orientation stems from marketing concepts Kohli & Jaworski, (1990) with the ultimate goal of the company being to satisfy the needs and desires of its customers better than its competitors (Narver & Slater, 1990 and Laukkanen et al., (2016). The conceptual model of market orientation includes three dimensions: customer orientation, competitor orientation, and inter-functional coordination.

Hypothesis statement regarding the impact of market orientation on business performance is formulated as follows: Market orientation has a positive effect on enhancing the performance of small businesses in Sambas Regency.

### **Business Capability**

Refers to the combination of a company's tangible and intangible resources to create value for customers (Agustian & Mutiara, 2023). Business resource capability in this study is measured by two dimensions described as follows;

1. Tangible resources include indicators such as adequate workforce, business premises, production materials, production machinery, production equipment, and state-of-the-art information technology devices.
2. Intangible resources include indicators such as employee skills, trademarks, employee promotional capabilities, employee interpersonal skills, supportive culture and employee mastery of information technology.

Hypothesis statement regarding the impact of business capability on business performance is formulated as follows: Business capability has a positive impact on enhancing the performance of small businesses in Sambas Regency.

## **Method**

This research employs an exploratory quantitative survey method to measure the influence of market orientation, business capability on the business performance of small enterprises in Sambas Regency. In this study, a quantitative approach is chosen as the primary methodological foundation to investigate the relationship between market orientation, business capability, and the performance of small enterprises in Sambas Regency. The quantitative approach enables researchers to gather data in numerical form that can be analyzed to systematically test formulated hypotheses. Additionally, the researcher also conducts a qualitative approach through deep interviews regarding business partnerships and product innovation.

The population in this study comprises all small enterprises operating in Sambas Regency, with a focus on those operating through the Aruk International Border Crossing Point (PLBN). The sample is selected using a purposive sampling technique, with criteria including small enterprises that have been operating for at least one year and actively conducting business transactions through PLBN Aruk. The total number of respondents is 50 business owners.

Data is collected through the distribution of questionnaires designed to measure the research variables. Questionnaires are distributed offline, accompanied by direct deep interviews with respondents who meet the criteria. Data Analysis Techniques are performed using SPSS, with the following steps: Descriptive Analysis describes the characteristics of the research sample and variables. The next step involves conducting multiple linear regression analysis preceded by validity and reliability testing. The subsequent analysis involves qualitative analysis of competitiveness development.

## Result and Discussions

### Multiple Linear Regression Analysis

#### Multiple Linear Regression SPSS Output

Model	Coefficients <sup>a</sup>			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
1 (Constant)	-.308	1.642		-.188	.852
Market Orientation	.183	.082	.268	2.239	.030
Business Capability	.514	.090	.680	5.683	.000

a. Dependent Variable: Business Performance

Source; Research data processing results, (2024)

The multiple regression equation for the influence of market orientation and business capability on the business performance of small enterprises is as follows;  $Y = -0.308 + 0.183 X_1 + 0.514 X_2$ .

Note;

$X_1$  ; Market Orientation

$X_2$  ; Business Capability

$Y$  ; Business Performance

Based on the regression equation above, the interpretations are as follows;

1.  $a = -0.308$  indicates that if the values of market orientation and business capability remain constant (no change), then the continuous value of  $Y$  is  $-0.308$ .
2.  $b_1 = 0.183$  states that if market orientation increases, business performance will increase by  $0.183$ , assuming no additional constant value of  $X_2$ .
3.  $b_2 = 0.514$  indicates that if business capability increases, then business performance will increase by  $0.514$ , assuming no additional constant value of  $X_1$ .

### Correlation Coefficient

Test In determining the magnitude of the relationship between variables, the researcher utilized the product-moment correlation using SPSS version 26 as follows;



### Correlation Coefficient Test Output

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.927 <sup>a</sup>	.859	.853	2.325

a. Predictors: (Constant), Business Capability, Market Orientation  
Source; Research data processing results, (2024)

Based on the table above shows that between the variables Market Orientation (X1), Business Capability (X2), and Business Performance (Y), there is a correlation coefficient (R) of 0.927. This can be interpreted as a strong positive correlation between the two variables with a very strong level of relationship.

### Coefficient of Determination

Test This coefficient can be calculated using the formula;  $Kd = r^2 \times 100\%$

Note;

Kd ; Coefficient of determination

r ; Coefficient of correlation

### SPSS Output of Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.927 <sup>a</sup>	.859	.853	2.325

a. Predictors: (Constant), Business Capability, Market Orientation  
Source; Research data processing results, (2024)

From the SPSS output table above, the Coefficient of Determination test summary yields a coefficient of determination (R square) of 0.859 or 85.9% ( $0.859 \times 100$ ). This indicates that the influence of the independent variables (Market Orientation and Business Capability) on the dependent variable (Business Performance) is 85.9%. In comparison, the remaining 14.1% is influenced by other factors not examined by the researcher.

## Hypothesis Testing

### Simultaneous F Test

#### SPSS Output of Simultaneous F Test

Model	Coefficients			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
1 (Constant)	-.308	1.642		-.188	.852
Market Orientation	.183	.082	.268	2.239	.030
Business Capability	.514	.090	.680	5.683	.000

a. Dependent Variable: Business Performance

Source; Research data processing results, (2024)

The obtained t-value for market orientation (X1) is 2.239, and the critical t-value (ttabel) is 2.012. Since the calculated t-value is greater than the critical t-value ( $2.239 > 2.012$ ) and the significance value (Sig.) is  $0.00 < 0.05$ , it can be interpreted that there is a significant influence of market orientation on business performance. The obtained t-value for business capability (X2) is 5.683. Subsequently, the critical t-value (ttabel) is 2.012. Because the calculated t-value is greater than the critical t-value ( $5.683 > 2.012$ ) and the significance value (Sig.) is  $0.000 < 0.05$ , it can be interpreted that there is a significant influence of business capability on business performance.

### Qualitative Analysis of Competitiveness Development

In order to enhance the competitiveness of small enterprises in the border areas of West Kalimantan-Sarawak, Malaysia, it is crucial to identify and implement strategies that can strengthen the position and adaptability of businesses in facing the changing market dynamics. Below is a summary of key aspects of business strategy development, including strategic steps recommended based on quantitative and qualitative analyses from related research. This table provides practical guidance for small business owners in navigating challenges and leveraging existing opportunities, focusing on enhancing market orientation, resource capabilities, partnerships, and innovation as the main pillars in developing business competitiveness.

### Strategic Steps to Enhance Competitiveness

Handling Category	Development Aspect	Description	Justification	Strategic Steps
Moderate Handling	Market Orientation	Understanding customer needs and desires as well as competitor dynamics	Having a moderate role in small business development yet remaining crucial for effective marketing strategies.	<ul style="list-style-type: none"> <li>• Conducting regular market surveys.</li> <li>• Analyzing market trends and adapting products accordingly.</li> <li>• Monitoring competitor activities and seeking product or service differentiation.</li> <li>• Enhancing management's understanding of customer needs.</li> <li>• Improving our understanding of customer satisfaction.</li> <li>• Understanding of the use of new technologies.</li> <li>• Enhancing discussions on the border region market.</li> </ul>
Moderate Handling	Business Resource Capabilities	Optimizing tangible and intangible resources owned by the business.	The foundation for daily operations, yet improvements can be made gradually.	<ul style="list-style-type: none"> <li>• Investing in equipment and technology to enhance production processes.</li> <li>• Conducting training to improve human resource skills.</li> <li>• Developing efficient resource management systems.</li> <li>• Understanding or skills in the field of information technology and e-commerce.</li> </ul>
Crucial Handling	Productive Innovation	Developing and implementing new products, processes, marketing, and organizational methods.	The key to adapting to market changes and maintaining competitive advantage.	<ul style="list-style-type: none"> <li>• Organizing brainstorming sessions for innovative ideas.</li> <li>• Allocating budget for research and development.</li> <li>• Implementing pilot projects for</li> </ul>

Handling Category	Development Aspect	Description	Justification	Strategic Steps
Crucial Handling	Cross-Border Partnerships	Building partnerships with businesses in Sarawak, Malaysia, for the exchange of knowledge, technology, and resources.	Essential for market expansion and business development in the border region.	<p>innovations before full-scale deployment.</p> <ul style="list-style-type: none"> <li>Identifying and contacting potential cross-border partners.</li> <li>Attending international business forums to establish contacts.</li> <li>Negotiating mutually beneficial cooperation agreements.</li> <li>It is enhancing cooperation through Chambers of Commerce, Border Trade Associations, and the Consulate General of Indonesia.</li> </ul>
Moderate Handling	Innovation Based Local Wisdom	It is developing products that combine local cultural elements to create authentic and unique products.	Enriching product portfolios needs to be tailored to the preferences of the target market.	<ul style="list-style-type: none"> <li>Researching the uniqueness of local culture as inspiration for products.</li> <li>Developing products that reflect local identity.</li> <li>Promoting products through storytelling and cultural values to the market.</li> </ul>
Important Handling	Adoption of Digital Technology	Utilizing digital technology to enhance operations, production, and marketing.	It is important to enhance efficiency and market access, especially in the current digital era.	<ul style="list-style-type: none"> <li>Implementation of e-commerce and digital marketing.</li> <li>Utilizing customer relationship management (CRM) systems to improve service.</li> <li>Adopting digital tools for operational optimization.</li> </ul>

Source:;Results of strategic steps to enhance competitiveness, (2024)

## **Conclusion**

The analysis indicates that the development of small businesses in border areas is greatly influenced by market orientation and business capabilities in improving the performance of small businesses. The researcher also used other variables, namely Partnership and Product Innovation, which are considered necessary based on empirical conditions in in-depth interviews to distinguish the importance of handling various strategic aspects into three categories: Crucial Handling, Important Handling, and Moderate Handling, to prioritize initiatives based on their impact on business growth and competitiveness.

Crucial Handling factors are important because both directly affect the business's ability to meet market needs and adapt to changes, thus requiring focus and significant resources. Partnership Strategies and Business Resource Capabilities: These are important handling aspects that support enhancing business capacity and competitiveness through collaboration and optimization of internal and external resources. Adoption of Digital Technology, Financial Access and Funding, Training and Human Resource Development, Cross-Border Partnerships, and Local Wisdom-Based Innovation Fall into the Moderate Handling category, indicating the importance of adjusting these strategies based on the capabilities and resources available to small businesses.

The overall analysis underscores the importance of a structured and prioritized approach to developing small business strategies in border areas. By prioritizing market orientation and productive innovation and strengthening resource capabilities and partnership strategies, small businesses can enhance their competitiveness in local and international markets.

This study has several limitations, including 1). Involvement of a limited sample of small businesses in specific regions, such as Sambas Regency. This may need to be revised to allow the generalization of research findings to be applied to the entire population of small businesses. 2). Some variables or factors that could affect the performance of small businesses may need to be identified or included in the conceptual framework of the study, thus limiting the overall understanding of the phenomenon. These variables include product and service innovation, competitive advantage, organizational commitment and entrepreneurial characteristics. Therefore, future studies

should involve a larger sample beyond Sambas Regency and also include variables such as product and service innovation, competitive advantage, organizational commitment and entrepreneurial characteristics.

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