Industrial Marketing

The Influence Of Strategic Orientation Dimensions On Market Performance During Covid-19 Pandemic: A Study Of Culinary Business In Kendari City, Indonesia

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ARTICLE INFORMATION	ABSTRACT
	This study aimed to analyze the effect of the strategic orientation dimension on the culinary business market performance in Kendari City during the Corona Virus Disease Pandemic. The method used was descriptive quantitative with a non-probability sampling approach with purposive sampling technique. The population was culinary business actors who still survive and have been running for the business more than 2 years during the COVID-19 pandemic. The sample in this study only obtained 38 respondents. The data analysis technique in this research was path analysis using SmartPLS VS 3.0. The results showed an analysis of the strategic dimensions that have an aggressive attitude and had significant effect on market performance so that culinary business actors can improve their market performance during the COVID-19 pandemic.

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INTRODUCTION

Especially in the food industry, the COVID-19 pandemic has pushed numerous businesses. It causes a halt to economic activity that is unprecedented [1]. The influence of the internal and external environment is one of several difficulties confronted in the culinary industry [2]. To overcome the difficulties brought on by the COVID-19 epidemic, you must adopt a strategically oriented attitude and take proactive measures to boost market performance. Southeast Sulawesi Province is a region of Sulawesi Island situated on its southeasterly peninsula. Its capital city, Kendari, Southeast Sulawesi, is known for its natural beauty, charming exoticism, and delicious local cuisine [3].

Many Small and Medium-Sized Businesses (SMEs) cannot handle the COVID-19 pandemic [4]. Since the outbreak's early months, many firms have curtailed their operations and remained closed [4]. According to prior studies, SMEs were found to be unable to endure the effects of the economic crisis [5]. The performance of businesses with a high level of strategic analysis, defense, forward-thinking, and proactivity is better [6]. The challenges facing today's culinary business actors include a lack of capital, constrained Human Resources (HR), and inefficient use of technology, particularly in light of the uncertain business climate brought on by the Corona Virus Disease 2019 (COVID-19) pandemic [7]. As a result, culinary business actors in Kendari City are finding it challenging to expand their operations because they have not adopted a strategic orientation to boost marketing performance [8], [9].

The application of the sustainable leadership dimension for culinary economic actors in Kendari City has not been maximized in the tendency to act such as being less aggressive in using resources quickly compared to competitors and needing meaningful investments in increasing market share, inability to analyze problem-solving, strategic decision-making in the external environment, knowledge capacity, facilities, and organizational learning process are still lacking [10]. The food industry actors in Kendari City are generally still defensive, only defending or safeguarding their current market position, do not move quickly to meet their competitors, are less future-focused, and are less proactive (proactiveness) [11]. By opening up new markets without dominating them, During the COVID-19 pandemic, there was a lack of estimation of changing trends in the face of changes in the business environment, which led to a long-term inability to take risks because significant investments are needed to develop production processes and investigate new market opportunities continually Innovative[12]. Because the mindset of strategic orientation has not been integrated, culinary business actors in Kendari City do poorly, especially during the COVID-19 pandemic [13]. Some even only survive in market positions, failing to maintain their products and, as a result, experiencing a decline in marketing performance, many of which are closed as a result of transferring market trends [14].

Culinary business players' attitudes and behaviors can endure in the face of the COVID-19 outbreak by using the strategic orientation that affects market performance. The results of prior research have demonstrated that the effectiveness of a marketing strategy can be significantly influenced by its choice. A 2017 study by [6] and According to [15] asserts that better market performance can be achieved by examining the relationship between the level of strategic orientation and its influence. [16]

claim that after it was established that the strategic dimension had a significant impact on performance, more research supported the idea that strategic orientation contributes to improved corporate performance [6]. The study of [17] indicates that both market orientation and strategic orientation positively affect business performance. Then, as stated by [18], those with a high level of analysis, survival, future, and proactive strategy orientation do better. The analysis dimension was the most productive orientation, according to [19]and [16] discovered that the analysis dimension was the most effective orientation and that risk had no meaningful link with company performance [20]. In this study, not all elements of strategic orientation, such as risk-taking bravery, had an impact on the market performance of culinary industry actors in Kendari City during the COVID-19 pandemic. However, contrary to the findings of [21] research, taking risks in business initiatives resulted in improved performance. Meanwhile, [22] state that aggressiveness has no significant relationship with business performance, so in this study analyzing the dimensions of the right strategic orientation and influencing market performance for culinary business actors dealing with the COVID-19 pandemic, so that various studies have found many inconsistencies between the influence of the strategy dimension on market performance. In this study, it is vital to examine the impact of the strategic orientation dimension on market performance in order for culinary business players to survive, as many establishments closed owing to a lack of visitors and lower market demand during the COVID-19 epidemic. In order to achieve maximum strategic orientation in increasing market performance during the COVID-19 pandemic, the government must inspire and support the business operations of culinary business

actors during its implementation [23]. The government is also expected to make it easier for culinary industry actors to sell their products while adhering to health rules during the COVID-19 epidemic [24].

RESEARCH METHOD

Descriptive and causal research employing quantitative approaches was the methodology used in this study. The sample represented a portion of the population in terms of size and demographics. The strength of the analysis is based on the part of the model with the most predictors, which was chosen for the research sample based on the non-probability sampling method, which is a sampling technique that did not give equal opportunities for each member of the population to be chosen as a sample using purposive sampling with specific criteria [25], In this investigation, a sample size of 30 to 500 was practical. Thirty-eight models were utilized as respondents for the non-probability sampling method's sample determination using the purposive sampling methodology. The COVID-19 pandemic outbreak was the criterion for culinary business players. They had to have been in operation for more than a year before and after it and still operate today even though many culinary enterprises are shut down. The analysis of this study's findings utilizing SmartPLS 3.0's path analysis program, Partial Least Squares (PLS), is one of the SEM techniques to assess the latent variables, and indicator variables and directly measure the errors, according to [26] If the theory is unreliable, there aren't many data analyses, and the existing indicators don't fit the reflective measurement model, PLS is developed as a backup .

The data analysis used SmartPLS and contains two parts: first, the measurement

model (outer model)that explains the relationship between latent variables and the indicators. From this analysis, the reliability and validity test requirements are met by the respondents before being used for further analysis. Then the second structural model

(inner model), is used to analyze the relationship between the existing latent variables based on the proposed hypothesis. The structural model step can only be done if the measurement model analysis carried out and there are no deviations in the reliability and validity test of the data in table 1.

Table 1. Operational Definition

Dimension Variables Strategic Orientation	Definition	Indicator
Aggressive	Attitude to use available resources quickly compared to competitors	1. maximize resources 2. innovation, 3. opportunity, 4. discount price
Analysis	Developing problem-solving capabilities will assist you to make wise choices when the COVID-19 outbreak gets back.	1. strategic decisions 2. choose potential 3. product information 4. skills/knowledge 5. management information
Defensive	Defensive attitude to protect market position from potential challenges with cost reduction and efficiency	1. market position, 2. cost-effective, 3. production efficiency
futurity	concentrate on the future and the long term through consideration for developing a culinary business in an uncertain environmental situation	1. business goals, 2. strategic management, 3. Long Term Vision 4. able to predict needs
proactive	Innovative behavior by seeking new markets and products characterized by being a market leader, exploring new market opportunities, evaluating potential responses to changing environmental trends..	1. act quickly, 2. new innovation, 3. new opportunities, 4. respond to potential, 5.creativity
Risks	Risk taking with the allocation of available resources and decision-making processes in competitive strategy. from Chahal (2016) and Jamipur (2018).	1. allocation of limited resources, 2. competitive strategy, 3. investment, 4. competitive price
Market performance	Sales turnover, customer count, earnings, and sales growth are all factors considered while evaluating marketing performance. Results from the market, customer feedback, consumer behavior, and financial outcomes can all be used to identify marketing performance indicators. (Sadhiku., 2019; Aimei., 2020)	1. Sales growth, 2. customer complaints, 3. customer satisfaction, 4. customer retention, 5. advantage, 6. the purpose of the owner, 7. Reputation

RESULT AND DISCUSSION

This study involved culinary business actors who were able to survive during the COVID-19 pandemic, there were 38 respondents (owner), , although many culinary businesses grew but many businesses closed due to lack of consumer demand, lack of visitors, stopped economic activities due to the pandemic situation and conditions that make it impossible to carry out activities during the current COVID-19 pandemic. There were 42.1 % respondents aged 40-49 years and 36.8% respondents aged 30-39 years, it can be briefly seen in Figure 1.
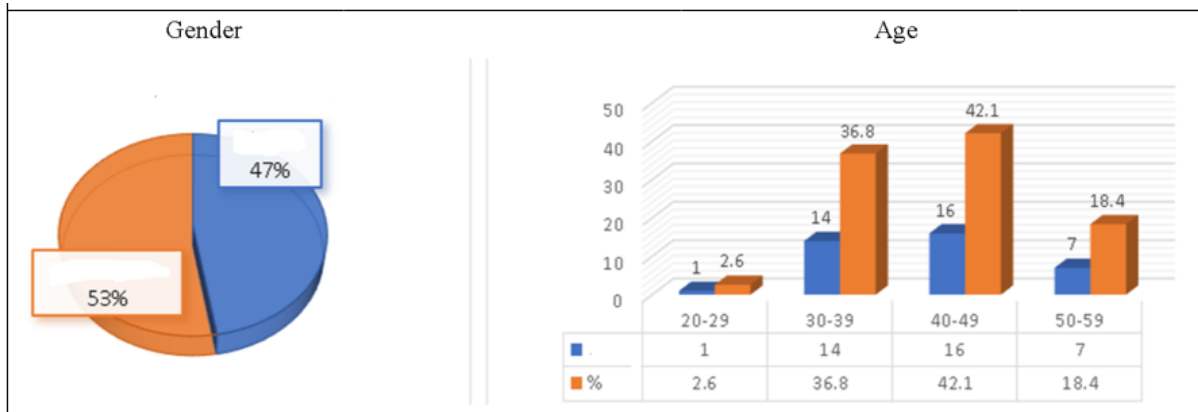
Figure 1. Characteristics of respondents by gender and age

The characteristics of respondents based on length of business such as : less than 2 years (< 2 years) as many as 21.1%, more than 2 years (> 2 years) as many as 78.9% who were able to survive in culinary business during the COVID-19 pandemic. Based on the latest education, there were 50% respondents graduated from senior high school , undergraduate (S1) was only 28.9%, Masters (2.6%), doctoral (5.3%), Diploma (2.6%), Middle School (7, 9%), eklemntary school (2.6%). It can be seen in Figure 2.
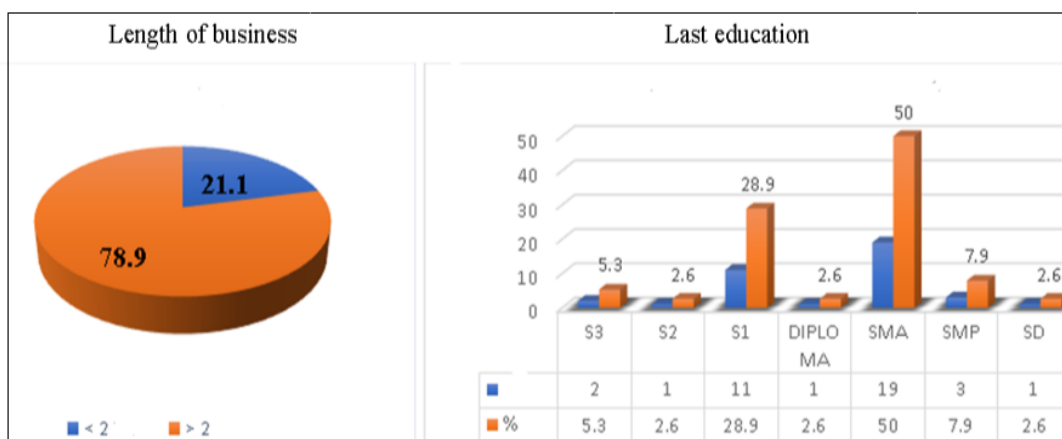

Figure 2. Characteristics of respondents based on length of business & last education
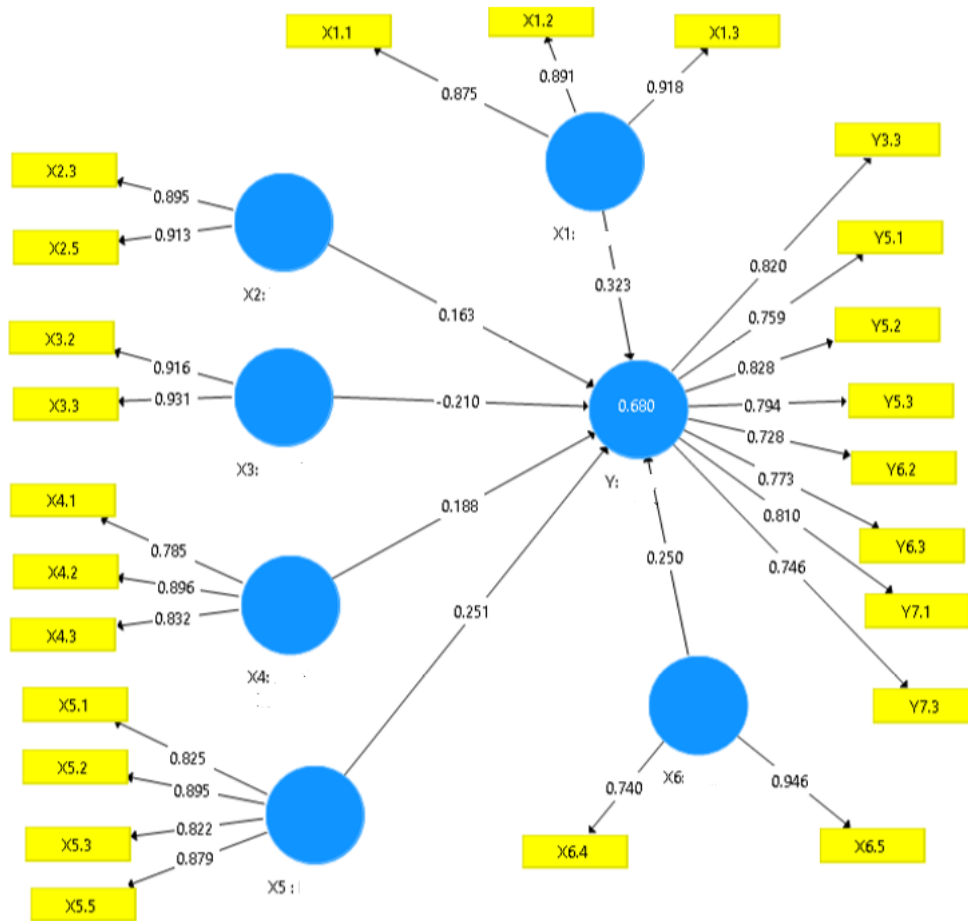
Figure 3. Outer and Inner Model after being dropped

In [figure 3](#) desribes the evaluation of the external model through Convergent Validity and discriminatory Validity can be measured at the indicator level and the latent variable was Convergent Validity at the indicator level called item reliability can be seenouter loading. The reflexive measure showed high if it had a correlation of more than 0.7 with the construct measured if the value was high with the loading > 0.5 to 0.6 was considered sufficient, it can be seen in [table 2.](#)

Table 2. Operational Definition

item	Aggressive	Analysis	Defensive	Futurity	Proactive	Risk	Market performance
X1.1	0,875						
X1.2	0,891						
X1.3	0,918						
X2.3		0,895					
X2.5		0,913					
X3.2			0,916				
X3.3			0,931				
X4.1				0,785			
X4.2				0,896			

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item	Aggressive	Analysis	Defensive	Futurity	Proactive	Risk	Market performance
X4.3				0.832			
X5.1					0,825		
X5.2					0,895		
X5.3					0.822		
X5.5					0.879		
X6.4						0,740	
X6.5						0,946	
Y3.3							0,820
Y5.1							0,759
Y5.2							0.828
Y5.3							0,794
Y6.2							0,728
Y6.3							0,773
Y7.1							0.810
Y7.3							0,746

Convergent validity at the level of the latent variable called internal consistency or composite reliability, it can be seen in table 3 composite reliability and Cronbach's Alpha value that states that item reliability (loading) is considered sufficient if it meets the requirements of an indicator more than minimum latent variable of 0.7.

Table 3. Construction of Reliability and Validity

Variable	Croncbach Alpha	Keandalan komposit
Aggressive	0,875	0,923
Analysis	0,777	0,900
Defensive	0.827	0,920
Futurity	0,795	0.877
proactive	0.878	0,916
risk	0,650	0,836
Market performance	0.910	0,927

The discriminant validity measured at the latent variable level is to compare the square root of the mean variance extract (AVE) of each construct. It is recommended that the AVE value is greater than 0.5 as shown in the table 4.

Table 4. Discriminatory validity at the level of latent variables

Fornell-Lacker Criteria	Aggressive	Analysis	Defensive	Futurity	Proactive	Risk	Market performance
Aggressive	0,895						
Analysis	0,360	0,904					

Fornell-Lacker Criteria	Aggressive	Analysis	Defensive	Futurity	Proactive	Risk	Market performance
Defensive	0,425	0,531	0,923				
Futurity	0,455	0,479	0,401	0,839			
proactive	0,640	0,384	0.283	0,600	0,856		
risk	0,509	0,537	0,438	0,411	0,520	0,849	
Market performance	0,667	0,489	0.270	0,583	0,704	0,618	0,783

The structural model or inner model is evaluated by looking at the percentage of variance explained by looking at R2 for the dependent latent construct using the Stone-Geisser Q Square test. It also took at the magnitude of the structural path coefficient. The stability of this estimate was evaluated using t-test statistics obtained through the bootstrap procedure.

The evaluation of the inner model as a hypothesis test can be referred to as a structural model that is evaluated using R-square for the dependent construct, Stone-Geyser Q-Square test for predictive relevance, and t-test and significance of the structural coefficients. path parameters. Structural modeling was done by looking at the relationship or coefficients. Based on the table above, the value of R2 expressed from column R2 (coefficient of determination) can be seen from the ability of the independent variable to explain the variation of changes in the dependent variable, it can be seen in table 5.

Table 5. Inner Model Evaluation

Model Evaluation in Q square	Variable	*f suaqre*	R square
	Aggressive	0,166	
	Analysis	0,047	
	Defensive	0,086	
	Futurity	0,061	
	proactive	0,085	
	risk	0.109	
	Market performance		0,680

Based on model above , the R^2 value of 0.680 means the ability of the independent variables consisting of Aggressive (X1), Analysis (X2), Defensive (X3), Future (X4), Proactive (X5), Risk (X6) can explain the magnitude the influence of market performance variable (Y) was 68% and the remaining 32% variation was explained by other variables outside the model. Based on the R^2 value in the second model with the value above 50%, it can be said that the research variables in the model had a strong or high ability to explain the market performance model. From the table above, it can be seen that the Q-Square was greater than 0, it can be interpreted that the predictor is latent and the model is feasible to estimate. Tthe results of hypothesis testing can be concluded in the table 6.

Table 6. Hypothesis Test

Hypothesis	Track	Path coefficient ( )	T-value	Significance Level	Description
Ha1	Aggressive ➞ market performance	0.323	2.172	0,030	accepted
Ha2	Analysis ➞ market performane	0,163	0,987	0,324	rejected
Ha3	Defensive ➞ market performance	-0,210	1,562	0,119	rejected
Ha4	Futurity ➞ market performance	0,188	1.137	0.256	rejected
Ha5	Proactive ➞ market performance	0,251	1.553	0,121	rejected
Ha6	Risk ➞ market performance	0.250	1.396	0,163	rejected

Table 6 above shows the t-statistic column used as an approach to test the hypothesis. The following is an analysis of the research hypothesis testing.

1. Hypothesis testing, Ha1: Aggressive attitude had a significant effect on market performance. The t-count value was 2.172, so that t-statistics > t-table (1.96) with a significance level of 5% (0.030 < 0.05) so that H1 was accepted, meaning that aggressive attitude had a significant effect on market performance.
2. Hypothesis testing, Ha2: Attitude analysis had a significant effect on market performance. The t-count value was 0.987, then the t-statistic < t-table (1.96) with a significance level of 5% (0.324 > 0.05) so that H2 was rejected, meaning that the attitude of the analysis had no significant effect on market performance.
3. Hypothesis testing, Ha3: defensive had a significant effect on market performance. The t-count value was 1.562, so that the t-statistic <t-Table (1.96) with a significance level of 5% (0.119 > 0.05) then H3 was rejected, it means that defensive attitudes had a negative and insignificant effect on market performance.
4. Hypothesis testing, Ha4: The future had a significant effect on market performance. The calculated t value was 1.137, so that the t-statistic < t-Table (1.96), with a significance level of 5% (0.256 > 0.05) so that H4 was rejected, it means that forward thinking had no significant effect on market performance.
5. Hypothesis testing, Ha5: Proactive had a significant effect on market performance. The calculated t value was 1.553, then the t-statistic < t-table (1.96) with a significance level of 5% (0.121 > 0.05) so that H5 was rejected, it means that proactive had no significant effect on market performance.
6. Hypothesis testing, Ha6: Taking risk had a significant effect on market performance. The t-count value was 1.396, so t-statistic < t-Table (1.96) with a significance level of 5% (0.163 > 0.05) so H6 was rejected, it means that Risk Taking had no significant effect on market performance.

Based on the results of data processing using SmartPLS Vs 3.0, it showed that the analysis of strategy orientation dimension, Aggressive and attitude had a significant effect on market performance while the analysis of attitude, defense, future, proactive, risk , less owned by culinary business actors in Kendari City so they are not able to improve market performance

in dealing with the current situation and conditions during the COVID-19 pandemic.

The results of [4] identified the market orientation and strategic orientation, both orientation dimensions have a positive impact on business performance but our research results had a negative impact on the defensive attitude dimension. The results of Tuang & Asaria. (2018)Showed that high level of analysis, survival, future, and proactive in strategic orientation had better performance. However, the results of our research on the strategic orientation dimension found was an aggressive attitude that had a significant influence in improving market performance. The readiness of culinary business actors in Kendari City during the COVID-19 pandemic. Meanwhile [19] stated that aggressiveness did not have a significant relationship with performance. The results of [24] stated that the interaction between financial factors and entrepreneurship can significantly increase the likelihood of choosing a strategy that focuses on market growth so that in this study, in addition to an aggressive orientation, it must be supported by financial analysis, an orientation must take risks. with an entrepreneurial spirit, proactive in achieving customer satisfaction but culinary business actors in the city of Kendari have no significant effect so that they have not been able to improve their market performance. This is contrary to the results of research conducted by [6] stated that customer satisfaction contributed significantly to the relationship of service quality and price to customer loyalty which was partially mediated. Because a proactive attitude in maintaining customer loyalty can improve market performance. Another study conducted by [19], [27] stated that marketing strategies and actions should be adopted as part of a forward-thinking orientation in the face of a rapidly changing business environment and persist during the COVID-19 pandemic. However, in contrast to the results of our study, we found that aggressiveness had a significant effect on the performance of culinary business actors in Kendari City during the COVID-19 pandemic, so based on previous studies, the impact of the strategic orientation dimension on performance was inconsistent. Culinary business actors in Kendari City had aggressive attitude and the most appropriate influence in improving market performance during the COVID-19 pandemic.

This study implies that the aggressive attitude of culinary business actors in Kendari had a significant effect on market performance during the COVID-19 pandemic so that they are able to survive with an aggressive oriented strategy by using resources such as capital, optimally owned technological facilities both on social media online and offline. This study tries to develop innovations in good quality, promotions both online on social media and offline, affordable prices, and distribution of places to facilitate access and provide good service in selling food products (culinary) such as in the restaurant business or food stalls, cafes, snack businesses , cakes, and others as well as trying to develop market share by looking at the opportunities during the COVID-19 pandemic.

CONCLUSION

The results of this study showed that culinary business actors in Kendari City with an aggressive orientation during the COVID-19 pandemic were able to survive in improving market performance. In this case, the strategic orientation dimension of aggressive attitude had a significant

effect on market performance for culinary business actors in Kendari City. Based on this research, the government needs to encourage creativity and innovation in the culinary business, as well as providing knowledge management training based on digital literacy to be more efficient and effective in improving market performance during the COVID-19 pandemic.

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