

**THE EFFECT OF ENTREPRENEURSHIP ORIENTATION, KNOWLEDGE
MANAGEMENT, AND PARTNERSHIP ON MSMEs PERFORMANCE IN THE
PERSPECTIVE OF THE ISLAMIC ECONOMY WITH COMPETITIVE
ADVANTAGE AS AN INTERVENING VARIABLE**



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Abstract

This research aims to know the influence of entrepreneurial orientation toward competitive advantage, to determine the effect of management knowledge on competitive advantage, the effect of partnership on competitive advantage, entrepreneurial orientation on the performance of MSMEs, management knowledge on the performance of MSMEs, partnership on the performance of MSMEs, competitive advantage on the performance of SMEs, entrepreneurial orientation on the performance of MSMEs through competitive advantage, management knowledge on the performance of MSMEs through competitive advantage, partnerships on the performance of MSMEs through competitive advantage. The type of research that will be carried out in this study is quantitative research. Results of the research show that entrepreneurial orientation influences competitive advantage. Management knowledge influences competitive advantage. The partnership has no effect on competitive advantage. Entrepreneurial orientation influences the performance of MSMEs. Management knowledge influences the performance of MSMEs. The partnership has no effect on the performance of MSMEs. Competitive advantage has no effect on the performance of MSMEs. Entrepreneurial orientation influences the performance of MSMEs through competitive advantage. Management knowledge has no effect on the performance of MSMEs through competitive advantage. The partnership does not affect the performance of MSMEs through competitive advantage.

Keywords: Entrepreneurship Orientation, Knowledge Management, Partnership, MSME Performance, Competitive Advantage

INTRODUCTION

MSMEs are very important for the economic growth and stability of any country and play an important role in developing countries because they facilitate economic activities and provide employment opportunities which can ultimately reduce poverty. Therefore, the economy that is so significant is the creation of jobs that will lead to economic growth. The contribution of MSMEs to the economy is inseparable from the performance of the MSMEs themselves, the success or failure of MSMEs depends on their performance. Performance can be measured from various perspectives, including profitability, turnover, workforce growth, market power, and stocks (Esubalewa, AA, Raghurama, A, 2020). The increase in gross domestic product income in Indonesia is inseparable from the contribution of the successful performance of MSMEs. The role of MSMEs is very large in Indonesia's economic growth, with their number reaching 99% of all business units. The contribution of MSMEs to GDP also reaches 60.5%, and to employment is 96.9% of the total national employment absorption (ekon.go.id, May 22nd, 2023). MSMEs in the Islamic economy are one of the activities of human endeavors to defend their lives and worship, towards social welfare.

Entrepreneurial orientation is an ability in an entrepreneur that becomes fundamental in getting the opportunity to succeed. Entrepreneurial orientation also makes a major contribution to the performance, the durability of a business and has the ability to improve company performance (Ahmatang, Sari, N, 2022). Entrepreneurial orientation is an individual tendency to innovate, be proactive, and be willing to take risks to start or manage a business. Entrepreneurial orientation plays an important role in improving business performance so it will affect business development (Muharam, H, 2019).

The development process of increasing the MSME sector has not been fully optimal so it has an impact on the resulting performance. This is because not all MSME actors can take advantage of the Internet for their business while adding capital to finance the marketplace. In accordance with the interview with Mrs. Adilla stated that there are many current obstacles that MSMEs have to face including a lack of business capital and lack of access to technology which is not comparable with technological developments. In addition, MSMEs have limitations in product marketing and a lack of quality human

resources. What's more, the management of MSMEs is still traditional and not modern (Informant, Adilla, July 23rd, 2022).

MSMEs in North Sumatra in particular are very limited in their implementation. Whereas for business development and increasing turnover, the role of technology is very helpful. Through technology, MSMEs can expand the marketing of their products. Several studies have shown that knowledge management is still very low in MSMEs (Humaira, I., & Sagoro, E. M, 2018).

From the phenomenon that often occurs, there is a lack of creativity and innovation from MSME actors in North Sumatra which can be seen from the incident if there is a business that is trending, others will follow that business with the same version. This indicates a lack of innovation from these business actors. Entrepreneurial orientation will be further developed with many partners who can improve the performance of SMEs. However, the fact is that there are still many MSME players who avoid participating in online markets due to a lack of understanding of technology on the grounds that MSME players are concerned about displaying their products in the marketplace. In accordance with the results, Mrs. Salsa stated that many MSME actors avoided participating in online markets due to a lack of understanding of technology on the grounds that MSME players were worried about displaying their products (Informant, Salsa, July 24th, 2022). The results of the interview with Ms. Linda stated that for competitive advantage a business must be able to compete with global brands but business actors are still constrained in terms of capital (Informant, Linda, July 25th, 2022). The purpose of this study is to determine the effect-entrepreneurial orientation toward competitive advantage, management knowledge on competitive advantage, partnership on competitive advantage, entrepreneurial orientation on the performance of SMEs, management knowledge on the performance of SMEs, partnership on the performance of SMEs, competitive advantage on the performance of SMEs, entrepreneurial orientation on the performance of MSMEs through competitive advantage, management knowledge on the performance of SMEs through competitive advantage, partnerships on the performance of MSMEs through competitive advantage.

REVIEW OF LITERATURE

Small business is a productive economic enterprise that stands alone, which is carried out by individuals or business entities that are not subsidiaries or not subsidiaries that are owned, controlled, or become part, either directly or indirectly, of medium or large businesses that meet the criteria small business as referred to in the law (Adisaksana, (2022). Meanwhile, medium-sized businesses are productive economic businesses that stand alone and are carried out by individuals or business entities that are not subsidiaries or not branches of companies that are owned, controlled, or become a part, either directly or indirectly, of micro, small, or large businesses that fulfill micro business criteria as referred to in the law (UU No. 20, 2008).

Entrepreneurship is a scientific discipline that studies the values, abilities, and behavior of a person in facing life's challenges and how to obtain opportunities with various risks that may be faced (Suryana, Y, 2014). Entrepreneurship is an attitude and behavior of an entrepreneur. Entrepreneurs are people who are innovative, anticipatory, initiative, risk takers, and profit-oriented. Entrepreneurial orientation can be said that the company's ability to process resources so that it can always carry out strategies in entrepreneurship and can gain a competitive advantage (Danny, FG, Utama, L, 2020).

Islamic entrepreneurship is defined as a business for good carried out by humans by utilizing existing resources based on Islamic values guided by the Al-Quran and hadith. Islamic entrepreneurship does not only focus on the notion of entrepreneurship but also focuses on social entrepreneurship so that Muslim entrepreneurs will use their business as a means to get closer to Allah SWT and their orientation is not only on material needs. Islamic entrepreneurship has been regulated in the Qur'an which aims to be a separate motivation for a Muslim.

Management knowledge includes managing the process of creating, storing, accessing, and distributing organizational resources by considering the main objectives in order to increase individual capacity and increase organizational knowledge (Khairawati, et al., 2021). Management knowledge is a series of knowledge that can be identified, created, explained, or contributed to within a corporate organization (Alfiyah, N, et al., 2021).

A partnership is a form of cooperation that needs to be done for the development of a business to be able to compete globally. The aim of the partnership is to increase the ability of small businesses to become strong and develop through capital support and training of professional and skilled resources so that they can increase company revenue and continue business (Halik, RAF, Rifin, A, Jahroh, S, 2020).

Competitive Advantage is a value-creation strategy that is not simultaneously implemented by existing competitors or potential competitors (Amirullah, 2016). Meanwhile, according to Kotler & Armstrong, competitive advantage is interpreted as the company's ability to survive in the face of competition by offering lower values but providing more benefits (Kotler, Philip Armstrong, G, 2016).

Conceptual Framework

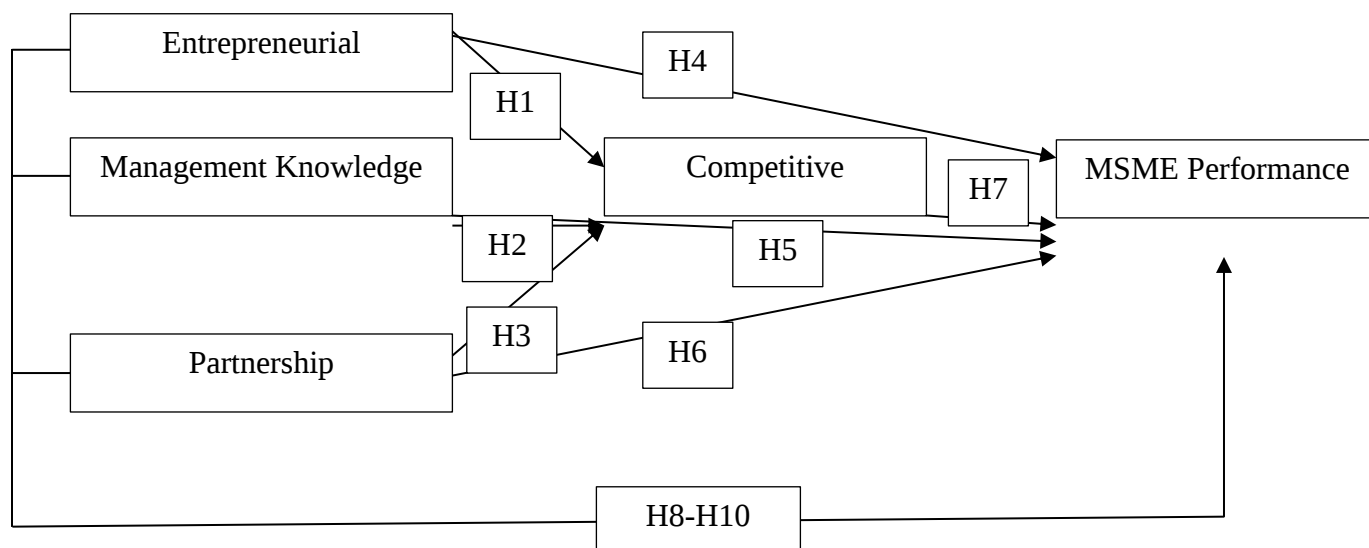


Figure 1
Conceptual Framework

RESEARCH METHOD

The type of research that will be carried out in this study is quantitative research. Quantitative research is a research method that is based on positivistic (concrete data), the research data is in the form of numbers that will be measured using statistics as a calculation test tool, related to the problem under study to produce a conclusion. The data collection technique is triangulation and data analysis is inductive/qualitative and the results of qualitative research emphasize meaning rather than generalization (Sugiyono,

2014). The type of data used in this research is quantitative data. Sources of research data come from primary and secondary data. The primary data of this study were obtained from the responses/answers to the questionnaire questions according to the conditions/situations/feelings experienced directly by the respondents. Secondary data as a supporting tool for this research comes from various literature such as journals, relevant books, as well as online news that supports facts. Data collection techniques in this study include questionnaires and documentation. Data analysis techniques consist of descriptive statistics, validation tests, reliability tests, classical assumption tests, hypothesis testing, and path analysis.

RESULTS AND DISCUSSION

The Effect of Entrepreneurial Orientation on Competitive Advantage

The results of the study regarding the effect of entrepreneurial orientation on competitive advantage obtained a tcount value of -4.734 which is smaller than 1.65657 with a significance level of 0.000. This shows that the value of tcount is smaller than ttable ($-4.734 < 1.65657$) and the significance value is less than 0.05 ($0.00 < 0.05$). So, it can be concluded that the entrepreneurial orientation variable influences competitive advantage. Companies that have an entrepreneurial orientation strategy will increase their competitive advantage over other companies so that the company will be able to win the competition and the company is able to gain profits so that the higher the entrepreneurial business orientation, the higher the competitive advantage (Kartawan, Rinandiyana, K.R, Kurniawan, D, 2021).

Huang, Wang, Tseng, & Wang stated that entrepreneurial orientation includes the willingness of an organization to innovate and rejuvenate its market offerings, to face risks by trying something new with uncertain products, and to be more proactive than its competitors in seeking new market opportunities (Widiatmo, G, Retnawati, BB, 2019). Banker and Sinkula stated that companies with a strong entrepreneurial orientation tend to develop completely new product concepts that meet customer needs (Na'imah, Y, 2021).

The Islamic view of entrepreneurial orientation is considered as a form of effort in building business networks through hospitality activities which are an integral part of Islamic teachings. One's success, it turns out, is not only the greatness of one's thoughts

and skills but also requires mental strength that will trigger the potential to become an extraordinary power. Every Muslim is required to be able to maintain friendly ties with one another, including in terms of entrepreneurship, as Allah's word in Surah Ali Imran: 118

“O you who believe, do not take as your trusted friend's people who, outside your circle (because) they do not stop (causing) harm to you. they like what troubles you; hatred is manifest from their mouths, and what their hearts hide is even greater. Indeed, We have explained to you (Our) verses, if you understand them.”

Based on the verse above, it can be understood that for Muslims the attitude in question is a personality that is embodied in an Islamic way of thinking and an Islamic soul pattern as well. So it's strange if there are Muslim entrepreneurs who are easily bribed, lazy, and depend on other than Allah, easily give up and give up, passive, not serious and not disciplined, and so on, even though Allah always encourages us to be optimistic and always do good.

The results of this study indicate that MSMEs that have an entrepreneurial orientation strategy in carrying out their operational activities can increase their excellence so that they can compete with other similar MSMEs can increase productivity and the performance of the resulting MSMEs can be even more optimal. The results of this study support the results of research conducted by Inda Lestari, Miguna Astuti, and Hariyanto Ridwan which stated that entrepreneurial orientation influences the competitive advantage of culinary MSMEs in the West Cilandak region, South Jakarta (Lestari, I, Astuti, M, Ridwan, H, 2019).

The Effect of Management Knowledge on Competitive Advantage

The results of research on the effect of management knowledge on competitive advantage obtained a tcount value of 3.977 greater than 1.65657 with a significance level of 0.000. This shows that the value of tcount is greater than ttable ($3.977 > 1.65657$) and the significance value is less than 0.05 ($0.000 < 0.05$). Thus, it can be concluded that the knowledge management variable influences competitive advantage.

Knowledge management is a plan for analyzing, organizing, and sharing experiences so that one can benefit from the experiences and understanding of the other. This experience and understanding can be shown by an individual or an organization. Knowledge management focuses on how to get new discoveries from raw information to

become data that can be enjoyed and useful by all parties after it becomes knowledge (Rahmansyah, AK, Khusniyah, A, Amrozi, Y, 2021).

Knowledge management focuses on developing the competencies and knowledge of individuals (organizational actors) which are intangible assets so that they can innovate. Systematic knowledge management can organize and process intellectual values and various forms of information either from individuals or organizations to create competitive capabilities and increase excellence and innovation (Rahmansyah, AK, Khusniyah, A, Amrozi, Y, 2021).

The competitive advantage of an organization must have different resources from its competitors. One of the resources that can be highlighted is knowledge resources. Management of knowledge management is a strategy for universities to identify the knowledge they have so that competitive advantage can be created and can improve overall performance (Samsiah, S, Marlina, E, Ardi, HA, 2018).

Management is in line with the Islamic view that management, in the sense of arranging something so that it is done properly, precisely, and with direction, is something that is prescribed by Islamic teachings. Islamic management is sharia management. In view of Sharia, according to Karebet and Yusanto, management can be viewed from two sides, namely management as a science and management as an activity. As a science, management is seen as one of the general sciences that were born based on empirical facts that are not related to any values, or civilization (*hadharah*). However, as an activity, management is seen as a charity that will be held accountable before Allah SWT (Mesiono Aziz, M, 2020).

“And do not follow what you have no knowledge of. Verily hearing, sight, and heart will all be held accountable.”

In Islam, every job must be done on the basis of knowledge or truth. Therefore, management activities carried out by leaders or managers of organizations must practice the principle of knowledge, not just do it blindly. So, leaders and managers must be knowledgeable people because those who plan, direct, make decisions and supervise work certainly require extensive knowledge about organization, management, and the field of work.

The results of this study indicate that a higher level of management knowledge in MSME management will improve the plan to analyze the opportunities and challenges that will be faced by MSMEs so that it will increase the competitive advantage for MSME actors. The results of this study support the results of research conducted by Ary Pratama Putra, Ratna Ekawati, and Heri Jumaidi which states that knowledge management has a positive and significant effect on competitive advantage (Putra, AP, Ekawati, R, Jumaidi, H, 2022).

The Effect of Partnership on Competitive Advantage

The results of the study regarding the effect of partnership on competitive advantage obtained a tcount of -1.251 which is smaller than 1.65657 with a significance level of 0.213. This shows that the value of tcount is greater than ttable ($-1.251 < 1.65657$) and the significance value is greater than 0.05 ($0.213 > 0.05$). Therefore, it can be concluded that the partnership variable has no effect on competitive advantage.

Partnership is a form of alliance or sharing between two or more parties that forms a cooperative bond on the basis of agreement and a sense of mutual need in order to increase capacity and capability to obtain better results (Fuadi, A, 2018). Partnerships play an important role in achieving a level of competitive advantage. Partnership activities began to develop among business actors. In partnership, collaboration with partners is not only for support but also for making businesses a competitive advantage. So, it can be stated that partnerships have a real effect on competitive advantage (Herawaty, H, Raharja, SJ, 2019).

If a company implements a competent partnership strategy including producers and suppliers, then both parties will be able to increase value, reduce costs and increase competitive advantage. Partnerships in fulfilling resource conditions are very helpful to achieve competitive advantage. The partnership connects both parties and several parties to be able to build trust, negotiate, acknowledge, and cooperate so as to create an efficient integrated operating system and can combine several limited internal resources to increase good competitiveness (Muchtar, MK, Miyasto, Rahardja, E, 2018).

Partnership or collaboration is called *Syirkah* in Islam, which is an agreement contract that has the consequence of having rights for two people who are allies. *Syirkah* according to language means mixing or mixing two assets into one. What is meant by

mixing here is that someone mixes his wealth with other people's assets so that it is impossible to distinguish them. As the word of Allah SWT in Surah Shad (38): 24:

“Verily, he has wronged you by asking your goat to be (added) to his goat. Indeed, many of those who are partners are unjust to others, except for those who believe and do good, and only a few of them are like that. And Dawud suspected that We were testing him, so he asked forgiveness from his Lord and then fell prostrate and repented.”

The verse above explains that among those who are *Syirkah* or have allies, there are many who act unjustly except for those who believe and do good deeds, but the number of such people is very small. Therefore, caution and vigilance are still needed before doing *Syirkah*, even if it's with someone with an Islamic label. In terms of business partnerships, Islamic law allows cooperation or business that is clean from the interaction of *usury* or illicit assets in profit and loss. One party may get half, a third, a quarter, or less of that, while the remainder goes to the other.

The results of this study indicate that partnerships cannot increase competitive advantage, this is because there are other factors that affect the level of corporate excellence such as innovation strategy. A good partnership strategy that is not strengthened by the latest innovations will not increase the company's excellence. The results of this study do not support the results of research conducted by Sighatulloh Rifqi Husyam and Nurul Huda which stated that partnerships have a significant effect on the competitive advantage of the veil-making industry in Pendosawalan Kalinyamatan Village, Jepara (Husyam, SR, Huda, N, 2020).

The Effect of Entrepreneurial Orientation on MSME Performance

The results of the study regarding the effect of entrepreneurial orientation on the performance of MSMEs obtained a tcount of 6.988 which is greater than 1.65657 with a significance level of 0.000. This shows that the value of tcount is greater than ttable ($6.988 > 1.65657$) and the significance value is less than 0.05 ($0.00 < 0.05$). So, it can be concluded that the entrepreneurial orientation variable affects the performance of MSMEs.

Amrulloh stated that entrepreneurial orientation is a reflection of the inherent nature of entrepreneurs or the character and characteristics that exist in entrepreneurs and are strong-willed to realize the ideas or thoughts they have. An entrepreneur who has an

entrepreneurial orientation when building a strategy to develop his company will prioritize customer satisfaction (Elvina, 2020).

Companies with entrepreneurial-oriented leaders have a clear vision and dare to face risks so as to create better performance. Entrepreneurs who have a high entrepreneurial orientation are characterized by their strong will, courage to take risks, and also have creativity in running their businesses. Therefore, entrepreneurial orientation has an important relationship in improving company performance and their level of competition (Mustari, et al., 2020).

Islam is one of the religions that has provided detailed explanations for its followers in carrying out all activities. Among them is the understanding of entrepreneurship which has been expressly explained by Islam in the word of Allah SWT QS. At-Taubah verse 105 with the sound:

“And say that you work, until Allah and His Messenger and accompanied by the believers will witness your performance. So, it is necessary that you will later return to Allah, Who is All-Knowing, both of the invisible things and the real things of reality so that He will tell you about what you have done.”

The essence of the Qur'an Surah At-Taubah verse 105 is that Islam provides an explanation for Muslims to always work hard and not depend on anyone in carrying out this work. Islam has emphasized that it is not permissible to depend on anyone because everything that has been determined must be tried with effort. On the other hand, Allah SWT also explained in detail that in the content of the verses of the Al Qur'an, there is an explanation that every human being is given a mind to think and process these thoughts into an output that is beneficial to others (Rosdiana, N, Nawawi, ZM, 2023).

The results of this study indicate that entrepreneurial orientation affects the performance of MSMEs, this indicates that the better an MSME actor is in carrying out an entrepreneurial-oriented strategy, the effect on MSMEs growth will improve MSME performance results. The results of this study are supported by the results of research conducted by Fella Sifa Khoviani & Khairina Nur Izzaty which states that entrepreneurial orientation influences the performance of MSMEs (Khoviani, FS, Izzaty, KN, 2020).

The Effect of Management Knowledge on MSME Performance

The results of the study regarding the influence of management knowledge on the performance of MSMEs obtained a tcount value of -2.037 which is smaller than 1.65657 with a significance level of 0.044. This shows that the value of tcount is smaller than ttable ($-2.037 < 1.65657$) and the significance value is less than 0.05 ($0.044 < 0.05$). So, it can be concluded that the management knowledge variable affects the performance of SMEs.

Ching Tsang & Ho stated that the management of knowledge management is very beneficial for the sustainability of the organization because basically, knowledge is the source of driving the organization so that it becomes a competitive organization. If knowledge management can be applied properly or new knowledge can be created substantially, it will not only increase productivity it will increase company performance results (Prihartini, E, Sanusi, A, 2019).

Managing knowledge management is a strategy directed at organizational owners regarding knowledge in the management of an organization so it is hoped that it can improve the performance of MSMEs that are competent and competitive (Winarto, WWA, 2020). Every employee is expected to continue to explore and hone their knowledge and not just depend on or be fixated on the existing system. The knowledge possessed by employees needs to be managed properly so that every individual in the organization can make the most of this knowledge to improve their performance. Knowledge management plays an important role in the high and low-performance results in an organization.

In the view of Islam, everything must be done in a neat, correct, and orderly manner. The processes must be followed properly. Things should not be done carelessly. Starting from the smallest affairs such as managing household affairs to the biggest affairs such as managing the affairs of a country, all of this requires good, precise, and directed arrangements within the framework of management so that the goals to be achieved can be achieved and can be completed. efficiently and effectively. From the Islamic perspective, management is termed using the word *al-tadbir* (arrangement). This word is a derivation of the word *dabbara* (arrange) which is widely found in the Qur'an as the word of Allah SWT in As-Sajdah verse 5:

“He arranges affairs from heaven to earth, then (affairs) rises to him in one day whose level is a thousand years according to your calculations.”

From the contents of the verse above, it can be seen that Allah SWT is the natural regulator (*Al-Mudabbir*/ manager). The regularity of this universe is proof of the greatness of Allah SWT in managing this nature. However, because humans were created by Allah SWT. They have been made a caliph on earth, then must manage and manage the earth as well as possible as Allah governs this universe. As-Sajdah paragraph 5 above can be used as a reference and basis for implementing management. According to Whitten knowledge is the result of a series of how we process raw data into useful information. Data and information that is shared are further based on the facts, truth, beliefs, judgments, experiences, and expertise of the recipient (Mufti, U, Fauzi, HN, Perawironegoro, D, 2019).

The results of this study indicate that good management encourages the performance results produced by MSME actors, so that the higher the level of management knowledge possessed by MSME actors, the higher the MSME performance will be, and vice versa if the lower the level of management knowledge possessed by MSME actors, then will further reduce the performance of SMEs. The results of this study support the results of research conducted by Retno Cahyaningati et al which stated that knowledge management can directly affect company performance (Cahyaningati, 2022).

The Effect of Partnership on MSME Performance

The results of the study regarding the effect of partnerships on the performance of MSMEs obtained a tcount of -1.811 which is smaller than 1.65657 with a significance level of 0.072. This shows that the value of tcount is smaller than ttable ($-1.811 < 1.65657$) and the significance value is greater than 0.05 ($0.072 > 0.05$). So, it can be concluded that the partnership variable has no effect on the performance of MSMEs.

A partnership is a form of cooperation that needs to be done for the development of a business to be able to compete globally. The aim of the partnership is to increase the ability of small businesses to become strong and develop through capital support and professional and skilled training of human resources so that they can increase company revenues and continue business. Having business partners can improve information dissemination, efficient transactions, process technology and innovation, cost savings,

shorten product development time, logistics management, and other marketing programs such as joint promotions so as to increase competitiveness and business performance for all partners (Halik, R.A.F, Rifin, A, Jahroh, S, 2020).

The basis that is used as a recommendation guide for collaboration in Islamic economics is a *hadith qudsi* which explains the presence of Allah's participation between two people who carry out cooperation. "I (Allah) am the third of two people who cooperate as long as they do not betray each other to their friends. When one of them betrays his friend, I (Allah) leave him." The point is that Allah is as if he is the third that exists between the two of them and provides help to both of them, looks after them, and gives blessings to their wealth as long as there is no betrayal. If treachery occurs, God's blessings and help will be removed from him (Mukhlas, AA, 2021).

The Qur'an also conveyed the command to help each other in goodness. Collaboration in business is also part of helping each other. Mutual benefit and provide benefits to others.

"O you who believe! Do not violate the symbols of the sanctity of Allah, and do not (break the honor) of the forbidden months, do not (disturb) hadyu (sacrificial animals) and qala'id (marked sacrificial animals), and do not (also) disturbing people who visit Baitulharam; they seek the grace and pleasure of their Lord. But when you have finished ihram, then you may hunt. Do not let (your) hatred of a people because they hinder you from the Masjidil Haram, pushing you to do excess (to them). And help you in (doing) virtue and piety, and do not help each other in sin and enmity. Fear Allah, indeed, Allah is very severe in punishment."

The basis and theorem clearly provide an understanding of the existence of encouragement and encouragement for mutual cooperation and mutual help. So of course in Islam, there is also a concept of how to do business cooperation in accordance with the teachings of Islamic economics.

The results of this study indicate that partnerships are not able to influence the performance of MSMEs, this shows that if the partnerships in MSME actors are not run properly, then it will not improve MSME performance results. The results of this study do not support the results of research conducted by Rizky Ariesty Fachrysa Halik, Amzul Rifin, and Siti Jahroh which stated that partnerships affect the performance of tofu micro and small businesses in Indonesia (Mukhlas, AA, 2021).

The Effect of Competitive Advantage on MSME Performance

The results of the study regarding the effect of competitive advantage on the performance of MSMEs obtained a tcount value of 0.127 which is smaller than 1.65657 with a significance level of 0.899. This shows that the value of tcount is smaller than ttable ($0.127 < 1.65657$) and the significance value is greater than 0.05 ($0.899 > 0.05$). So, it can be concluded that the variable competitive advantage has no effect on the performance of MSMEs.

Companies experience a competitive advantage when actions within an industry or market create economic value and when several competing firms engage in similar actions. If a company chooses the right strategy to analyze the market, it will easily create a competitive advantage in that market. Creating a competitive advantage in entering a company's market is required to improve existing capabilities, the capability in question is the ability to maintain market share that is owned and moreover win market share from competitors (Manambing, A, Mandey, S, Tielung, MVJ, 2018).

Competitive advantage is related to the ability of a business to create value that is not owned and cannot be imitated by competitors. Competitive advantage can be generated if the company is successful in building, maintaining, and developing various distinctive advantages of the company. The ability of a business to plan a competitive strategy greatly influences business continuity so that it can compete with other similar businesses which will increase the performance of a business (Nafrianti, H, Samsir, Paramitha, A, 2022).

Doing business is part of *muamalah*, therefore business cannot be separated from the laws that govern *muamalah*. In doing business everyone will relate to competitors. Rasulullah SAW gave an example of how to compete well. When trading, the Prophet never made an effort to destroy his competitors. In doing business, one must always try to provide the best service to the businessman but not justify any means. Competitive advantage is due to the choice of strategy by the company to seize market opportunities. If companies want to increase their business in increasingly fierce competition, companies must choose business principles, namely products with high prices or products with low costs, not both (Amirullah, 2015).

“And every ummah has a qibla that he faces towards it, to compete in goodness. Wherever you are, surely Allah will gather you all. Indeed, Allah is Almighty over all things”.

Based on the verse above, it can be understood that this attitude will give birth to competition for goodness. This competition is often called positive competition (*fastabiqul khairat*). The Qur'an encourages entrepreneurs to give good in all things, as Muslim entrepreneurs are encouraged to make a good contribution to their competition and try to face competition without harming or harming others. In addition, entrepreneurs must have the principle that competition is not an attempt to bring down other entrepreneurs, but rather an attempt to give the best in their business.

The results of this study indicate that competitive advantage cannot improve the performance of MSME actors, this is because most MSME actors have the same level of excellence as other similar MSMEs so many products are produced with the same level of characteristics but at different price levels. so that it cannot increase the income and profits of MSME actors. The results of this study are not in line with Hardiana Nafrianti, Samsir, and Anggia Paramitha who stated that competitive advantage has a positive and significant influence on the performance of the boba beverage business in Pekanbaru City.

The Effect of Entrepreneurial Orientation on MSME Performance through Competitive Advantage

The results of the study regarding the effect of entrepreneurial orientation on the performance of MSMEs through competitive advantage obtained a tcount of 5.640 and a significance value of 0.000. This shows that the value of tcount is greater than ttable ($5.640 > 1.65657$) and the significance value is less than 0.000 ($0.05 < 0.000$). Therefore, it can be concluded that entrepreneurial orientation influences the performance of MSMEs through competitive advantage.

Entrepreneurial orientation aims to achieve sustainable and highly competitive corporate economic growth. Entrepreneurial orientation in business strategy is seen as having the ability to improve a company's performance. This shows that the higher the value of the entrepreneur's policy on entrepreneurial orientation, the more it will influence competitive advantage (Rahmadi, AN, Jauhari, T, Dewandaru, B, 2020).

Entrepreneurial orientation aims to achieve sustainable and highly competitive corporate economic growth. Entrepreneurial-oriented companies will always try to produce innovative new products. Entrepreneurial orientation is a tendency or understanding of the need to be proactive towards market opportunities and market dynamism, tolerant of risks, and flexible towards changes to think creatively and act innovatively to create opportunities. Entrepreneurship and business strategy are seen as having the ability to improve the performance of a company. The entrepreneurial orientation which is reflected in an attitude full of innovation, proactivity, and courage to take risks is believed to be able to boost company performance (Feriaryansyah, A, Febriansyah, 2023).

Islam does not provide an explicit explanation regarding the concept of entrepreneurship, but between the two there is a fairly close relationship; have a very close spirit or soul, even though the technical language used is different. Entrepreneurship provides opportunities for other people to do good by providing fast service, helping people shop, giving discounts, and so on. Good deeds will always calm the mind which will then help physical health.

A Sharia entrepreneur is someone who carries out a business or business activity by always applying Islamic values in his business activities and has the courage to take risks to start a business. If a Muslim entrepreneur does not apply Islamic values in his business and tends to prohibit his business, then he is not necessarily considered a Sharia entrepreneur. The following is a verse that explains entrepreneurial orientation in an Islamic view, namely in Surah An-Nisa: 29:

“O you who believe! Do not eat each other’s wealth in a vanity (unrighteous) way, except in trading that applies on the basis of mutual consent between you. And don’t kill yourself. Truly, Allah is Most Merciful to you”.

Based on the paragraph above it can be understood that there are trade and legal transactions so that the rights of individuals and groups to own and transfer wealth are recognized freely and without coercion.

The results of this study indicate an entrepreneurial orientation strategy that aims to identify and exploit opportunities to seek a level of excellence in producing a product, so that the higher the level of competitive advantage possessed by a company, the higher the

performance level of SMEs that will be produced. The results of this study are in line with the results of research conducted by Nyoman Gede Aditya Jay Medhika, I Gusti Ayu Ketut Giantari, and Ni Nyoman Kerti Yasa which stated that competitive advantage positively and significantly mediates the effect of entrepreneurial orientation on the performance of *endek* craft industry SMEs in Klungkung Regency (Medhika, et al., 2018).

The Effect of Management Knowledge on MSME Performance through Competitive Advantage

The results of the study regarding the effect of management knowledge on MSME performance through competitive advantage obtained a tcount of -1.019 and a significance value of 0.309. This shows that the value of tcount is smaller than ttable ($-1.019 > 1.65657$) and the significance value is greater than 0.000 ($0.309 > 0.000$). Thus, it can be concluded that management knowledge has no effect on MSME performance through competitive advantage.

Management knowledge aims to train an employee to become a critical person and be able to provide solutions to solve the right problems when the company is having problems from within the company or from outside so as to increase competitive advantage within the company. Management knowledge that is carried out in an integrated and aligned manner within the company can improve employee performance. In addition to having knowledge about operating machines or completing work, management knowledge is also needed in the corporate environment to know not only from within the company itself but also from outside the company (Agustin, M, et al., 2022).

Fianty stated that in carrying out work one must have solid knowledge management. Knowledge management in an organization is used by organizations or companies to identify, create, explain, and distribute knowledge to be reused, known, and learned within the organization. This activity is usually related to organizational objectives and is aimed at achieving a certain result such as shared knowledge so that it can improve performance results (Rahmawati, A, 2021).

Management is a process of cooperation to achieve common goals. Although the Qur'an does not specifically mention the term management, it refers to the term management by using the sentence *yudabbirua*, which means directing, implementing,

executing, controlling, managing, managing properly, coordinating, and making plans that have been set. Sharia management is behavior related to the values of faith and monotheism, if everyone's behavior is involved in an activity based on monotheistic values, then it is expected that their behavior will be controlled. Here is the word of Allah which explains knowledge in management in Surah Ash-Saff: 4 that is :

“Verily, Allah loves those who fight in His way in regular ranks, as if they were a solid structure”.

“In a hadith, Rasulullah SAW said: Allah really loves it if someone does an act that is mainly done with *itqan* (seriousness and seriousness)” (HR. Thabrani).

Based on the explanation above, seriousness and seriousness in organizing is highly recommended by Islam. Islamic teachings also emphasize that in carrying out an activity it must be carried out according to their expertise, there is no overlap between one job and another so that everything can run smoothly.

The results of this study indicate that increasing or decreasing knowledge management cannot have an impact on MSME performance through competitive advantage. Knowledge management cannot increase the income and performance generated by MSME actors.

The Effect of Partnership on MSME Performance through Competitive Advantage

The results of the study regarding the effect of partnerships on the performance of MSMEs through competitive advantage obtained a tcount of -1.567 and a significance value of 0.0119. This shows that the value of tcount is smaller than ttable ($-1.567 < 1.65657$) and the significance value is greater than 0.000 ($0.0119 > 0.000$). Therefore, it can be concluded that partnerships have no effect on MSME performance through competitive advantage.

Hafsah stated that partnership shows a business strategy carried out by two or more parties in a certain period of time to gain mutual benefit with the principle of mutual need and mutual growth. Because it is a business strategy, the success of the partnership is largely determined by the existence of compliance among the partners in carrying out business ethics so that it can increase the income and performance generated (Romadhona, I, Dewi, TR, Wardani, I, 2022).

Partnerships in the company's operational activities play an important role in continuous improvement, as well as in partnerships and competitive advantage must be carried out because these activities it does not only involve internal company parties but also involves external parties who are also involved in it and are required to have excellence and good performance so that it goes well so that companies that carry out partnership strategies optimally and well can improve better performance than competitors (Fuadi, A, 2018).

Cooperation in Islam is divided into several forms, one of which is the form of '*inan*' cooperation, namely alliances in capital, business, and profit. It means cooperation between two or more people with the capital they have together to open their own business, then share the profits together. So, in this pattern, their capital is shared, the business is also run together, then the profits are also shared (Lestari, DI, Santoso, L, 2021).

Cooperation in Islamic law is one of them in the form of a *Mudharabah* contract. *Mudharabah* itself is a form of cooperation in which the capital comes from the owner of the funds or capital only and the other party is obliged to manage the capital funds as well as take care of everything needed in the cooperation. *Mudharabah* itself means carrying or walking. *Mudharabah*, namely a business cooperation contract between two parties where the first party is the owner of the capital, while the other party becomes the manager of the capital with the condition that the results obtained will be shared between the two parties in accordance with the agreement or mutual agreement. The practice of profit-sharing cooperation is an agreement that is permissible in Islamic transactions as long as it does not contradict Islamic law in accordance with the word of Allah in An-Nisa: 29:

“O you who believe! Do not eat each other's wealth in a vanity (unrighteous) way, except in trading that applies on the basis of mutual consent between you. And don't kill yourself. Truly, Allah is Most Merciful to you”.

Based on the paragraph above, it can be understood that the *Mudharabah* contract is a partnership whereby the owner of the capital does not participate in managing the business but is only limited to supervising it. All absolute management belongs to the capital fund manager alone. In this case, the owner of the capital fund may provide management direction as long as it does not harm workers. Meanwhile, the fund manager is obliged to hold the mandate agreed in the work contract.

The results of this study indicate that partnerships do not affect MSME performance through competitive advantage. mutual trust between partners and exchange of knowledge information so that the partnership system that is built is ineffective and cannot determine a system of competitive advantage, this of course does not have an impact on the performance produced by MSME actors.

CONCLUSION

Based on the results of the research and discussion that have been described, the conclusions in this study are as follows: a) Entrepreneurial orientation influences competitive advantage; b) Management knowledge influences competitive advantage; c) Partnership has no effect on competitive advantage; d) Entrepreneurial orientation influences the performance of MSMEs; e) Management knowledge influences the performance of MSMEs; f) Partnership has no effect on the performance of MSMEs; g) Competitive advantage has no effect on the performance of MSMEs; h) Entrepreneurial orientation influences the performance of MSMEs through competitive advantage; i) Management knowledge has no effect on the performance of MSMEs through competitive advantage; j) Partnership does not affect the performance of MSMEs through competitive advantage.

This research is expected to provide additional insight and knowledge about the results of research on MSME performance which is influenced by entrepreneurial orientation, management knowledge, partnerships, and competitive advantage so that this research can be used as additional reference material for future research. For the government is expected to pay more attention to the MSME system that is built, especially policies regarding the partnership system for MSME actors so that the partnership system built by MSME actors can make an optimal contribution to the income and performance results of MSME actors.

The MSME actors in the Procurement Defense Program of the Provincial Government of North Sumatra are expected to further improve their strategy of excellence in business continuity in order to be able to compete with other similar businesses it will improve the performance of a business and it is expected for the MSME actors in the

Procurement Defense Program pay attention to the partnership system that is built so that it can provide benefits for both parties. Academics, especially for future research, are expected to use other independent variables such as market orientation or innovation variables in predicting MSME performance, and it is hoped that future research will conduct research and samples with different numbers.

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