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**STRATEGY TO MAINTAIN AUTOMOTIVE BATTERY RETAIL BUSINESS  
PERFORMANCE AT PT REZEKI BERKAH BAHAGIA: A REVIEW OF  
ENTREPRENEURIAL ORIENTATION DIMENSIONS**



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**Abstract**

Micro, small, and medium enterprises (MSMEs) are businesses owned by an individual, household or business entity as determined by Law no 8. 2008. MSMEs have an important role in advancing economic growth in Indonesia. The purpose of this study is to determine the strategy to maintain the performance of the Automotive Battery retail business at PT Rezeki Berkah Bahagia: A Review of the Dimensions of Entrepreneurial Orientation. This study uses a qualitative type, data sources in the form of interviews. Data analysis was carried out based on the Miles and Huberman model, which includes the stages of data collection, reduction, presentation, and drawing conclusions. To ensure the validity of the data. The results show that the strategy to maintain the performance of the automotive battery retail business at PT. Rezeki Berkah Bahagia is strongly influenced by the application of entrepreneurial orientation dimensions that include innovation, risk taking and proactivity. These three dimensions have been proven to contribute significantly to the company's resilience and competitiveness amidst intense competition and changing market needs. Innovation is implemented in the form of service development, utilization of digital technology, and improving the quality of products and services to customers.

**Keywords:** Business Strategy, Business Competition, MSMEs

## INTRODUCTION

According to data from the Ministry of Cooperatives and SMEs in 2023, MSMEs contributed approximately 60% of Indonesia's Gross Domestic Product (GDP) and absorbed more than 97% of the workforce. The implementation of SDGs not only provides social and environmental benefits but can also increase MSME competitiveness in the market. A map of the number of automotive MSMEs in East Java shows positive growth in the first quarter of 2024, with increased sales of motor vehicles, including battery-based electric vehicles. According to data (Statistics, 2024) The number of motorized vehicles in East Java has reached 23 million units, with 20 million being two-wheeled vehicles and 3 million four-wheeled vehicles. This is supported by economic growth last year, which reached 4.9%.

Based on data published by the Association of Indonesian Automotive Industries (GAIKINDO, 2023) Indonesia ranks 11th in the world for motor vehicle production, with cumulative vehicle sales reaching 836,048 units in 2023. This figure demonstrates significant potential in the automotive sector, both in terms of vehicle sales and after-sales services such as spare parts and service. However, this high potential is offset by increasingly fierce competition. Many new companies are entering the automotive market, including authorized dealers, repair shops, and spare parts businesses. The retail trade industry is one type of business that determines economic activity in terms of distribution. (Abirtha et al., 2023) This creates both opportunities and challenges for entrepreneurs in the automotive services sector. Many entrepreneurs face various obstacles in adapting to market changes, including limited capital, resources, technology, and marketing capabilities. Previous research has demonstrated that entrepreneurs need to implement effective strategies to survive and compete in an increasingly competitive market.

With increasing public mobility, entrepreneurs operating in the automotive sector will experience positive results. The automotive sector encompasses vehicle sales, repair shops, maintenance services, vehicle modifications, spare parts, and automotive batteries. Given this phenomenon, researchers are interested in conducting further research on an MSME operating in the automotive sector in East Java, specifically Malang City. Malang is known as a center of education and is home to a variety of tourist destinations, with a population of 895 million.

PT. Rezeki Berkah Bahagia is the holding company of an automotive battery retail business called Halim Accu. PT Rezeki Berkah Bahagia is a legal entity PT Perorangan that has been registered by the owner as the legality of its business. Halim Accu, a retail business of vehicle battery shops located in the center of Malang. This MSME was founded in 2019 before the arrival of the Covid-19 pandemic and managed to survive the storm of the pandemic crisis. A brief history of the establishment of this business began when the owner was still in college and stayed in a makeshift boarding house, with strong determination, tenacity and perseverance this business was able to grow until now. In the automotive sector, especially automotive batteries.

Halim Accu is a newcomer to the automotive battery sector in Malang City, striving to continuously improve its quality and service to become the best in Malang, despite increasingly fierce competition each year. (E et al., 1980) He stated that the primary factor determining a company's success is the industry's competitive strength. Over time, more and

more new competitors are emerging, seeking to capture market share in automotive batteries, requiring businesses to provide greater customer satisfaction.

Consumer satisfaction is the level of satisfaction with the service or results provided which is greater than expectations. (Kotler & Kevin Lane Keller, 2016). Competitive pricing, service, speed, quality, and service are the added value that potential customers gain to win the competition in the automotive battery retail industry market. According to (Pratiwi, 2018) Company development begins with the ability to organize and create strategies. Having a strategy helps a company provide a foundation and direction for its future goals for all its human resources. According to (Kotler, 2008) (Rina, 2016) The strategy implemented must be appropriate because it will determine the company's future direction. In addition to having a strategy, a company must also have the ability to compete with its competitors. There are several indicators to measure competitiveness, namely the level of ability to fulfill demand, sales, competitive ability, competitive prices, product quality and flexibility. (Porter & E, 1991) Therefore, competition drives companies to compete to create the best innovations and services to face business competition with competitors and maintain business in the long term. (Achmad Irfan Bachtiar, 2017).

*Halim Accu* provides automotive services related to automotive batteries which are currently quite massively needed by the public, especially for all motorized vehicle users who definitely use batteries for their vehicles, Halim Accu is here as a solution for drivers in Malang and Blitar. With fast, responsive, and guaranteed service, Halim Accu offers various battery delivery services that serve 24 hours with a complete range of stock availability. Starting from car batteries, super-car batteries, motorcycle batteries, moge batteries, truck batteries, generator batteries, and UPS batteries. Home-service services, call-out battery jumper services, battery power services, battery services, and battery water refills. Speed, customer satisfaction and comfort are the three main pillars of its service.

Micro, small and medium enterprises (MSMEs) are businesses owned by an individual, household or business entity as determined by (Law No. 8, 2008) MSMEs play a crucial role in advancing economic growth in Indonesia. Three key contributions of MSMEs to the nation are crucial. First, they are drivers of national economic growth by absorbing the largest workforce, accounting for 97% of the total workforce. Second, they contribute the largest revenue, accounting for 60% of Gross Domestic Product (GDP), equivalent to IDR 9,580 trillion. Third, MSMEs serve as centers for innovation and entrepreneurship development. Many new ideas are born, tested, and developed, fostering creativity and innovation in services, products, and business processes. MSMEs also serve as incubators for young entrepreneurs seeking to learn and develop their careers as entrepreneurs.

**Table 1.**  
**Number of Automotive MSMEs in Malang City**

Subdistricts in Malang City	Number of Automotive Micro, Small, and Medium Enterprises (MSMEs) by District in Malang City (Units)		
	2023	2022	2021
Kedungkandang	92	40	22
Breadfruit	17	40	39
Klojen	42	22	22
Starfruit	59	30	30
Lowokwaru	56	47	37
<b>MALANG CITY</b>	<b>266</b>	<b>179</b>	<b>150</b>

According to (Statistics, 2024) stated that the results of the survey data of Automotive MSMEs Based on Districts in Malang City showed that from 2021 to 2023 the number of MSMEs by District in Malang City experienced growth over the past three years. However, in 2023 in Sukun District there was a decrease in MSMEs by 17 units. Based on the total number of Automotive MSMEs in Malang City in 2021, there were 150 units, 2022, 179 units, an increase of 20%, and finally in 2023, there were 266 units, a rapid increase of 48%. From this data, it shows a consistent upward trend from year to year. The emergence of new competitors in the electric automotive battery industry can pose a challenge for automotive retail businesses currently operating in the conventional automotive battery automotive sector. Companies focused on producing batteries for EVs may take over market share from traditional battery manufacturers. This is especially true if the EV battery company can offer products with more competitive prices and more advanced technology.

Based on the background that has been presented, it shows that there is growth in the automotive sector with the increasing adoption of electric vehicles (EVs), the demand for Li-ion batteries is expected to increase, along with government policies that support the use of environmentally friendly vehicles. The battery life span ranges from 2 to 4 years, depending on the quality of the battery, the conditions of use, and its maintenance. In addition, there are factors that affect battery life, including usage, maintenance, and the condition of the vehicle's electrical circuit. Research on strategies for maintaining businesses operating in the automotive battery sector is important because it reflects the changes in trends and new transformations in the automotive industry that can attract the attention of readers who follow technological and environmental developments. Therefore, researchers are interested in conducting research by raising the theme of business strategy which will be discussed comprehensively regarding the survival strategies applied in facing long-term business competition. The implementation of the right strategy, in order to improve company performance in the future. Therefore, the research will raise the title Strategy for Maintaining the Performance of the Automotive Battery Retail Business at PT Rezeki Berkah Bahagia: A Review of the Dimensions of Entrepreneurial Orientation.

## REVIEW OF LITERATURE

### Business Strategy

According to (Colin, 2004) in(Hayrunnisah, 2023)states that business strategy is the process of interpreting opportunities into successful outcomes through significant and sustainable plans over a certain period of time. There are three main types of generic strategies proposed by(E et al., 1980)These are cost leadership, differentiation, and focus. These strategies have different approaches to creating customer value and maintaining competitive advantage. Based on these two perspectives, it can be concluded that business strategy is a series of planning processes developed by a company to achieve business goals within a specific time period.

### Business Competition

According to(Safar Uddin, 2022)Business competition is an effort by two or more companies, each seeking to gain market share and offering the most attractive prices or terms to customers. Competition is divided into two categories: healthy competition and unhealthy competition. Healthy competition is characterized by fair and transparent practices, while unhealthy competition involves unfair actions that harm others, such as market monopolization, poor quality, or price gouging.

## RESEARCH METHOD

This research uses a qualitative approach with a case study method, which aims to deeply understand the phenomena experienced by research subjects in a natural context.(Moleong & J, 2017).. The researcher acts as the main instrument who is directly present in the field to collect data through observation, semi structured interviews, and documentation. The research location was conducted at PT. Rezeki Berkah Bahagia (Halim Accu) located in Malang City, East Java, chosen because of the high number of residents and motorized vehicle users that support the relevance of the research. Data sources consist of primary data obtained directly from key informants such as owners, employees, and customers, as well as secondary data in the form of documents and related literature. Data analysis was carried out based on the Miles and Huberman model which includes the stages of data collection, reduction, presentation, and drawing conclusions. To ensure the validity of the data, source and method triangulation techniques were used, by comparing results from various sources and data collection techniques. The research stages include determining the object and focus of the research, data analysis, and preparation of the final report according to scientific paper guidelines.

## RESULTS AND DISCUSSION

### Entrepreneurs Understand and Implement Innovative Attitudes and Behaviors in Managing Their Businesses

The implementation of entrepreneurs' understanding in applying innovative attitudes and behavior in managing a business is by carrying out innovations as expressed by HA as an informant as follows:

"Our innovative approach to managing our business involves: Product innovation: introducing new products or improving existing ones. We regularly strive to introduce one new product/brand at least every six months. Process innovation: creating new ways to serve customers. We are gradually transitioning to digitalization to speed up the payment process (POS cashier application system) and Business model innovation: developing new, more effective and efficient business models.

This research has presented data on how entrepreneurs understand and implement innovative attitudes and behaviors in managing their businesses, particularly in developing them to scale up to a larger scale. This is in line with what was proposed by (GT Lumpkin & Dess, 1996) Entrepreneurial orientation reflects how a firm operates rather than what it does. Entrepreneurial orientation reflects how a company operates as a whole, not what individuals do individually. This can be seen from the nature and character of business owners who have a big vision, are willing to take risks, have the ability to adapt, and think creatively and innovatively in managing their businesses.

The results of research conducted by (Zaiyyinur et al., 2020) This study demonstrates that the dimensions of entrepreneurial orientation (innovation, risk-taking, and proactivity) directly influence the "speed of innovation," which in turn drives business performance. Innovative behavior involves gradually updating innovations to win market competition, including product innovation, process innovation, and business model innovation. Product innovation is conducted periodically, once a year, by adding new products or brands. Entrepreneurs' Views and Attitudes in Facing Possible Business Risks Entrepreneurs' perspective on the potential risks of their business is that they recognize that business will always be accompanied by risk. This was conveyed by HA, an informant, as follows:

"In the business world, we cannot escape risk. Risk is inevitable and unavoidable. It's important to recognize the various types of risks that may arise, as well as methods for identifying and managing them. Risks can arise from internal or external factors and can impact operations, finances, reputation, and business continuity."

This study presents data on how entrepreneurs view and respond to potential business risks, from the perspective of an entrepreneur who recognizes that no business is risk-free; all businesses have their own set of risks. Risks are unavoidable, but they can be managed. This aligns with research conducted by (Kevin & Puspitowati, 2020) The research results show that with good risk mitigation management, companies can be more willing to take risks, innovate, and be proactive in planning competitive strategies. Entrepreneurs view business risks as divided into two categories: those caused by internal factors and those caused by external factors. Internal risks originate from within the company itself, such as system failures, employee errors, document forgery, and fraud. Meanwhile, external factors are those caused outside the company, including business competition, changing trends that keep pace with the times, government policies, and natural disasters. In the research, (Akmalia Putri et al., 2025) revealing that risk management is carried out by

underlining the stages of risk mitigation starting from identification, assessment, risk management by entrepreneurs with a practical approach to increase business resilience. By understanding internal and external risks, retail entrepreneurs can anticipate and take appropriate steps or strategies to minimize negative impacts on the sustainability of a business. This is supported by research conducted by (Azzahra PI & Setyawan WP, 2024) which emphasizes the importance of strategic planning, market analysis, competitors and innovation in responding to risks, is relevant to link the strategic side of entrepreneurship and the adaptive attitude of entrepreneurs.

### **Proactive Attitudes Demonstrated by Entrepreneurs in Utilizing Market Opportunities**

The proactive attitude taken by entrepreneurs in taking advantage of opportunities is by being open to the arrival of new opportunities in the market, as expressed by HA as an informant as follows:

Because my goals and dreams are big, I naturally feel complacent. There are still many goals to be achieved in the future. So I'll always be looking for new opportunities: such as networking with new people, attending workshops in various cities, joining communities, etc. In this business, for example, I'd look for new partners to collaborate with in B2B to facilitate marketing distribution. Then, maybe I'll start learning about different products but still targeting the same automotive market, such as tires, oil, spark plugs, etc.

This study has presented data on how entrepreneurs demonstrate proactive attitudes in exploiting market opportunities. The results of the research conducted by (Anwar et al., 2022) shows that companies with high entrepreneurial orientation can identify and exploit new opportunities and enjoy superior performance, entrepreneurial orientation in exploiting market opportunities indirectly contributes to business performance, the relationship of which is partly mediated by opportunity recognition. Entrepreneurs take the initiative to understand customer needs, anticipate market changes, and make informed decisions to improve business performance before problems arise. Entrepreneurs demonstrate this by anticipating market changes and trends, understanding customer needs and desires, and improving business performance. Entrepreneurs implement a proactive approach in various ways, including improving customer service. Research conducted by (Gotteland et al., 2020) examined how proactive market orientation and market pioneering behavior affect firm performance using 109 firms, the results showed that both contribute significantly positive to sales per employee and firm growth.

### **Challenges and Obstacles in Maintaining Business Performance**

Entrepreneurs face various challenges in running a business. Some common challenges include price competition, limited capital, time management, and competitor competition. HA outlined the challenges and obstacles to maintaining business performance as follows:

There are many internal challenges: in the beginning, when we were starting out, we had to learn and memorize the various types, kinds, and sizes of batteries and their uses for various vehicles. Promoting them was also difficult because batteries aren't a basic necessity like food, which sells every day. The battery industry is different because sales can't be guaranteed every day. Then there's the challenge of managing satisfactory service when customers come in all at once and need to be handled quickly, while our human resources are limited. Managing the cost structure is also a challenge, whether to use it to increase product stock first or renovate the store. As for external challenges, such as how to handle customer complaints, sometimes getting bad customers, and many more. More and more competitors are emerging from time to time.

This study has presented data on the challenges and obstacles in maintaining business performance. In an effort to maintain the performance of its automotive battery retail business, PT Rezeki Berkah Bahagia faces various challenges and obstacles originating from both internal and external factors. Based on a review of the dimensions of entrepreneurial orientation that include innovation, risk-taking, and proactivity, the main challenges arise from difficulties in promotion and marketing, economic instability, competition with competitors, customer behavior, and limited human resources. Limited human resource capacity and innovation culture in medium-scale businesses still face obstacles in the adoption of innovation due to a lack of marketing knowledge, quality management, and managerial capabilities.(Chien & Tsai, 2021).In the retail industry, several aspects of entrepreneurial orientation such as innovation and market orientation must be linked through marketing capabilities to make a real contribution to performance.

Internally, obstacles arise in the form of limited human resources adapting to change, a minimal knowledge management system, and a moderate willingness to make risky decisions. Meanwhile, externally, unstable raw material prices, fluctuating demand, and the emergence of new, more aggressive competitors in marketing also contribute to the bottleneck. An entrepreneurial orientation is a crucial approach in responding to these obstacles. However, the implementation of proactivity and innovation has not been fully optimized because it is still limited to reactive, rather than preventative, strategies. Furthermore, a tendency toward cautious risk-taking has slowed companies from pursuing digital expansion or adaptations that could significantly improve business performance.

## CONCLUSION

Based on the research results, it can be concluded that the strategy for maintaining the performance of the automotive battery retail business at PT. Rezeki Berkah Bahagia is strongly influenced by the implementation of entrepreneurial orientation dimensions, including innovation, risk-taking, and proactivity. These three dimensions have been proven to contribute significantly to the company's resilience and competitiveness amidst intense competition and changing market needs. Innovation is implemented in the form of service development, utilization of digital technology, and improving the quality of products and services to customers. Risk taking is reflected in the company's courage in expanding the market, adjusting prices, and implementing new strategies despite facing uncertainty.

Meanwhile, proactivity is seen in management's efforts to read market trends, build relationships with business partners, and take initiatives before competitors act. By consistently implementing an entrepreneurial orientation approach, PT Rezeki Berkah Bahagia is able to maintain the stability of its business performance, increase customer loyalty, and maintain business continuity amid market dynamics. These findings illustrate that entrepreneurial orientation is a relevant and applicable strategic foundation for application in the automotive retail business sector, especially in maintaining long-term business continuity.

Based on the above conclusions, the researcher suggests that automotive battery retail entrepreneurs continue to strengthen innovation in products and services, both in the form of product innovation, online and offline services, and the addition of value-added services such as additional services or customer loyalty systems. The courage to make strategic decisions with measured risks, such as market expansion or product diversification, can encourage business growth. Therefore, entrepreneurs should develop their risk analysis skills and strengthen their business intuition as a basis for decision-making. They should be proactive in identifying market opportunities, following automotive development trends, and responding more quickly than competitors. Actively utilize customer data and market feedback to develop more targeted marketing strategies.

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