The Effect of Business Strategy on Business Performance in the Tourism Sector in West Java: The Mediating Role of Competitive Advantage and the Moderating Role of Government Policy

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Abstract: *The tourism sector plays an important role in the economy of West Java, but the performance of tourism MSMEs is not optimal. This study analyzes the influence of market orientation, entrepreneurial orientation, and corporate reputation on the business performance of tourism MSMEs, with competitive advantage as a mediating variable and government policy as a moderating variable. Data were collected through a survey of 403 tourism MSMEs, including owners/managers of tourist destinations, hotels or lodgings, restaurants or eateries, souvenir and craft shops, travel agents (tour and travel bureaus), and transportation service businesses domiciled in West Java. The analysis used Structural Equation Modelling based on Partial Least Squares (SEM-PLS). The results show that market orientation, entrepreneurial orientation, and corporate reputation have a positive and significant effect on the competitive advantage and business performance of tourism MSMEs in West Java, where competitive advantage is the main determinant of performance and mediates the influence of entrepreneurial orientation and corporate reputation, but does not significantly mediate the relationship between market orientation and performance. Market orientation strengthens differentiation, market responsiveness, and value*

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creation; entrepreneurial orientation, encourages innovation, proactivity, and risk-taking; while reputation strengthens trust and competitive position as strategic assets. Government policies have been shown to strengthen the influence of entrepreneurial orientation on business performance, but do not significantly moderate the effects of market orientation and corporate reputation. Empirically, tourism MSMEs are relatively adaptive and innovative, but still face challenges related to quality consistency, business scale, and competitive pressures. Therefore, business performance is largely determined by internal capabilities, while improvements in policy design and implementation remain necessary to build an adaptive, competitive, and sustainable tourism ecosystem.

Keywords: market orientation, entrepreneurial orientation, corporate reputation, competitive advantage, government policy, business performance, tourism MSMEs

Introduction

Tourism is one of the sectors that can support the ASEAN regional economy and is considered a strategic sector. The liberalization of trade in tourism services within ASEAN member countries has been underway for almost 15 years. With the vast opportunities and potential of Southeast Asian tourism, ASEAN is able to compete with other regions worldwide. Along with its rapid development, Indonesia's tourism sector is increasingly showing impressive achievements at the global level. This achievement is evident not only in the ever-increasing number of tourists but also in Indonesia's rising position in international rankings. Indonesia's tourism sector continues to receive positive ratings.

The strategic role of tourism as a provider of employment and as an alternative economic development that does not rely on natural resource wealth becomes even more relevant when combined with the characteristics of regions with large populations. In areas with high populations, the need for job creation and sources of economic growth becomes even more pressing, making the tourism sector a potential key instrument for absorbing labor and stimulating local economic activity.

West Java was recorded as the most populous province in Indonesia in the first semester of 2025, reaching 51,775,402 people. This figure places West Java far above other provinces. This enormous demographic potential not only creates internal market strength but also directly contributes to the high mobility of tourists to West Java. This large population allows the province to become a strong hub for domestic travel activity, both as a source and destination. This phenomenon is clearly evident in domestic tourist visit data, where West Java ranked first as the most visited province in August 2025. West Java ranked first as the province most visited by domestic tourists, with a total of 16,643,119 trips.

Although West Java is the province with the highest number of domestic tourist visits in Indonesia, this achievement is not fully reflected in the 2024 National Tourism Development Index (IPKN) score. West Java Province scored 3.85, slightly below the national average of 4.03. This position places West Java among the provinces whose tourism development still needs improvement to compete with more advanced provinces. In an increasingly dynamic, complex, and uncertain business environment, organizations, including tourism MSMEs, are required to formulate adaptive strategies based on environmental analysis. This aligns with the perspective of Wheelen & Hunger, 2015 which emphasizes that strategic management is a series of decisions and actions to formulate, implement, and evaluate strategies so that an organization can achieve its long-term goals.

To understand the market and formulate appropriate strategies, market orientation is a crucial foundation. Narver & Slater (1990) define market orientation as the most effective organizational culture for creating superior value for customers, through a deep understanding of customer needs, monitoring competitor activity, and coordination across functions within the company. A strong market orientation encourages organizations to continuously react to changing consumer preferences and competitor dynamics, allowing for more targeted business strategies. In addition to market orientation, entrepreneurial orientation is a crucial pillar in driving organizational innovation. Lumpkin & Dess (1996) explain that entrepreneurial orientation consists of innovation, risk-taking, and proactivity dimensions that influence how an organization responds to strategic opportunities and threats.

In addition to market orientation and entrepreneurship, corporate reputation is also a strategic element that cannot be ignored. Fombrun (1996) states that reputation is a collective assessment of a company based on perceptions of quality, credibility, and trust built over the long term. A strong reputation increases customer trust, loyalty, and perceived value, and can even become a source of competitive advantage that is difficult to imitate. Roberts & Dowling (2002) findings show that companies with a good reputation tend to have higher profitability, because they are able to attract consumers, investors and quality workers.

In the tourism MSME sector, various internal and external factors, such as market orientation, entrepreneurial orientation, and corporate reputation, play a crucial role in determining business performance. However, previous research findings have shown inconsistent results. Several studies report that market orientation does not always enhance competitive advantage, entrepreneurial orientation does not always generate innovation that significantly impacts performance, and corporate reputation does not always contribute directly to increased competitiveness or organizational performance. Furthermore, external variables, such as government policies, which are expected to be reinforcing factors, often fail to demonstrate a significant moderating effect. This empirical inconsistency suggests that the relationships between variables are still not fully understood and require further testing.

This gap is even more pronounced in West Java. Although this province has the highest number of MSMEs and the largest number of domestic tourist visits in Indonesia, its National Tourism Development Index (IPKN) performance is actually below the national average. This condition indicates that its vast potential has not yet been fully translated into competitive advantage or optimal business performance. Therefore, it is important to examine how market orientation, entrepreneurial orientation, and corporate reputation, as part of a business strategy, can shape competitive advantage, and the extent to which government policies act as moderating variables in strengthening this relationship to improve the business performance of tourism MSMEs in West Java.

This situation indicates that the performance challenges of tourism MSMEs in West Java are not solely caused by limited resources or market potential, but rather are more related to the effectiveness of business actors' internal strategies in managing and utilizing their resources. The mismatch between significant tourism potential and actual performance achievements indicates strategic issues at the organizational level, particularly in the implementation of market orientation, entrepreneurial orientation, and the management of corporate reputation as an intangible asset. Therefore, to understand the root of the problem in more depth, it is necessary to examine the empirical findings of previous research that discuss the role of strategic orientation in forming competitive advantage and business performance of MSMEs.

Various previous studies have identified market orientation and entrepreneurial orientation as key strategic capabilities that play a role in creating competitive advantage and improving MSME business performance. Market orientation is viewed as an organization's ability to understand customer needs, monitor competitors, and coordinate internal functions to create superior value (Bamfo & Kraa, 2019; Hendri Herman et al., 2018). Meanwhile, entrepreneurial orientation, reflected in innovative, proactive, and risk-taking behavior, is believed to encourage opportunity creation and improve business performance (Affendy et al., 2015; Egberi, 2023; Margaretha & Soelaiman, 2021). Numerous empirical studies have shown that both orientations positively influence MSME business performance, both directly and indirectly (Anggraini & Suarjana, 2017; Hartato & Handoyo, 2021; Sudarmiatin et al., 2023).

However, empirical findings indicate inconsistencies in research results regarding the relationship between market orientation, entrepreneurial orientation, and business performance. Some studies found that market orientation had no significant effect on MSME business performance (Setyawati, 2013; Niode, 2022; Ahmatang & Sari, 2022), while other studies also showed that entrepreneurial orientation had no direct effect on business performance (Primadhita et al., 2021; Giriati, 2021; Ahmatang & Sari, 2022). This inconsistency indicates that strategic orientation does not always directly improve business performance, despite being theoretically viewed as a key determinant of competitive advantage.

In an effort to explain this inconsistency, many studies have included competitive advantage as a mediating variable between strategic orientation and business performance. A number of studies have found that competitive advantage significantly mediates the influence of market orientation and entrepreneurial orientation on business performance (Palwaguna & Yasa, 2021; Udriyah et al., 2019). However, on the other hand, some studies show that competitive advantage has no significant effect on business performance or fails to act as a mediator (Setyawati, 2013; Laksana et al., 2022; Ahmatang & Sari, 2022). These findings indicate that competitive advantage does not always function effectively as a mechanism for transforming internal strategy into business performance.

The mismatch between tourism potential, MSME capacity, and actual performance achievements indicates that the problems faced are not only structural or policy-based, but also involve strategic processes at the business actor level. This situation suggests that the internal strategies of tourism MSMEs have not fully adapted to market dynamics and the changing policy environment, resulting in suboptimal competitive advantages in driving business performance. Therefore, a deeper understanding of the strategic mechanisms that bridge the internal orientation of business actors, the government policy context, and achieved performance outcomes is needed.

Based on this synthesis, it can be concluded that there is still a research gap in comprehensively explaining the mechanisms by which market orientation, entrepreneurial orientation, and corporate reputation translate into competitive advantage and business performance for tourism MSMEs, as well as how government policy influences this relationship in a regional context. Therefore, this research aims to fill this gap by integrating all these variables within a contextual strategic analysis framework for tourism MSMEs in West Java.

Research Methods

This study uses a quantitative approach with descriptive and verification research types. The quantitative approach was chosen because this study examines the relationship between variables measured using numerical data and analyzed through statistical procedures to test the research hypothesis. The descriptive method is used to describe the condition of each research variable, namely Market Orientation (X1), Entrepreneurial Orientation (X2), Corporate Reputation (X3), Competitive Advantage (Y1), Government Policy (Y2), and Business Performance (Z). Descriptive analysis is conducted to determine the trend of each variable's level through a score grouping technique based on category intervals to determine low, medium, and high classifications. Next, the verification method is used to test the validity of the hypothesis regarding the relationship between variables that has been formulated based on the theoretical framework. Verification research aims to test the causal relationship between variables through statistical testing of field data (Nazir, 2011).

The verification analysis technique in this study is carried out by analyzing the structural model while testing the direct, indirect, and moderating influences between variables. In line with the use of descriptive and verification approaches, the data collection methods used are descriptive survey and explanatory survey methods. The descriptive survey method is used to obtain an overview of the characteristics of the research variables, while the explanatory survey is used to explain the causal relationship between variables in the research model. The unit of analysis in this study is the tourism sector MSMEs in West Java Province. The population of this study is tourism business actors, including owners / managers of tourist destinations, hotels or lodging, restaurants or eateries, souvenir and craft shops, travel agents (tour and travel bureaus), and transportation service businesses domiciled in West Java with coverage of cities including: Bandung, Bogor, Purwakarta, Cirebon, Sukabumi, Pangandaran, Garut, Tasikmalaya, Cianjur and Depok. The sample size in the study uses Simple Random Sampling which is measured using the Slovin formula. The use of the Slovin formula is because in this study it is not possible to study the entire population, so the Slovin formula is considered to represent the population with the market accessd level of accuracy.

Results and discussion

Results

Figure 1. Table 1. Respondent Characteristics Based on Gender

Gender	Frequency	Percentage
Male	264	65,51%
Female	139	34,49%
Total	**403**	**100,00%**

Figure 2. Source: Data Processing (2025)

Figure 3. Table 2. Respondent Characteristics Based on Age

Age	**Frequency**	**Percentage**
< 30 years	122	30,27%
30 - 40 years	165	40,94%
41 - 50 years	86	21,34%
> 50 years	30	7,44%
Total	**403**	**100,00%**

Figure 4. Source: Data Processing (2025)

Figure 5. Table 3. Respondent Characteristics Based on Position in the Company

Position within the Company	**Frequency**	**Percentage**
Owner	133	33,00%
Manager	270	67,00%
Total	**403**	**100,00%**

Figure 6. Source: Data Processing (2025)

Figure 7. Table 4. Respondent Characteristics Based on Number of Employees

Number of Employees	**Frequency**	**Percentage**
0-10 people	167	41,44%
11-20 people	76	18,86%
More than 20 people	160	39,70%
Total	**403**	**100,00%**

Figure 8. Source: Data Processing (2025)

Figure 9. Table 5. Respondent Characteristics Based on Business Sector

Business Sectors	**Frequency**	**Percentage**
Hotels	59	14,64%
Travel Agencies	92	22,83%
Tourist Destinations	47	11,66%
Restaurants	89	22,08%
Souvenirs and Crafts	47	11,66%
Tourist Attractions	23	5,71%
Transportation Companies	46	11,41%
Total	**403**	**100,00%**

Source: Data Processing (2025)

Convergent Validity Test

The first stage is to evaluate the convergent validity criteria. An indicator is considered to have good validity if its loading factor value is greater than 0.70. Meanwhile, loading factors in the range of 0.40 to 0.60 are still acceptable for models currently in development. The estimation results using the SmartPLS 3.0 application produce the

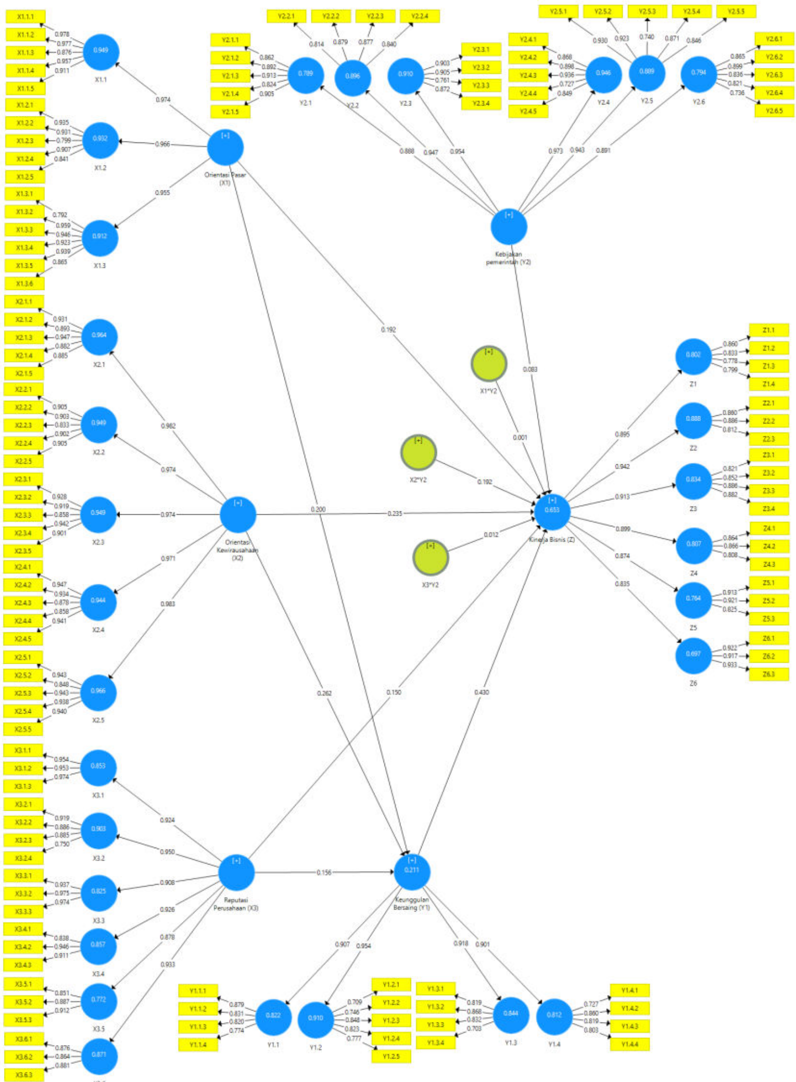

Figure 1. Outer Model Evaluation Loading Factor Value Diagram
Source: Data Processing (2025)

Discriminant Validity Test

Discriminant validity can be determined from the cross-loading value. The correlation value of an indicator with its construct must be greater than the correlation value between the indicator and other constructs. The following presents the results of the discriminant validity test using Smart PLS 3.2.8.

Table 6. Cronbach's Alpha and Composite Reliability Values

Latent	*Cronbach's Alpha*	*Composite Reliability*	Latent	*Cronbach's Alpha*	*Composite Reliability*
X1	0,980	0,982	Y1.1	0,845	0,896
X1.1	0,967	0,974	Y1.2	0,840	0,887
X1.2	0,929	0,947	Y1.3	0,820	0,882
X1.3	0,955	0,965	Y1.4	0,815	0,879
X2	0,989	0,989	Y2	0,978	0,980
X2.1	0,946	0,959	Y2.1	0,927	0,945
X2.2	0,934	0,950	Y2.2	0,875	0,914
X2.3	0,948	0,960	Y2.3	0,883	0,920
X2.4	0,949	0,961	Y2.4	0,909	0,933
X2.5	0,956	0,967	Y2.5	0,914	0,937
X3	0,975	0,977	Y2.6	0,890	0,919
X3.1	0,958	0,973	Z	0,963	0,967
X3.2	0,883	0,920	Z1	0,834	0,890
X3.3	0,959	0,974	Z2	0,813	0,889
X3.4	0,881	0,927	Z3	0,883	0,919
X3.5	0,860	0,914	Z4	0,802	0,883
X3.6	0,846	0,907	Z5	0,864	0,917
Y1	0,948	0,953			

Figure 10. Source: Data Processing (2025)

Figure 11. Based on the table above, it can be seen that all latentt constructs have Cronbach's Alpha and composite reliability values greater than 0.7, indicating good reliability.

Figure 12. Structural Model Testing (Inner Model)

Figure 13. R Square

Figure 14. Table 7. R Square Test Results

The Influence of	**R *Square***	**Strong Relationship**

Competitive Advantage (Y1)	0,211	Weak
Business Performance (Z)	0,653	Moderate

Figure 15. Source: Data Processing (2025)

According to Chin (1998) in Ghozali (2015:81), an R-Square of 0.67 indicates a strong model, a value of 0.33 indicates a moderate model, and a value of 0.19 indicates a weak model. The table above shows that the R-Square for the Competitive Advantage (Y1) variable is 0.211, meaning that Market Orientation (X1), Entrepreneurial Orientation (X2), and Corporate Reputation (X3) contribute 0.211 or 21.1% to Competitive Advantage (Y1) in the weak category. The remaining 78.9% is the influence of other unobserved factors. And the R-Square for the Business Performance (Z) variable is 0.653, which means that Market Orientation (X1), Entrepreneurial Orientation (X2), Corporate Reputation (X3), Competitive Advantage (Y1), Market Orientation moderated by Government Policy (X1*Y2), Entrepreneurial Orientation moderated by Government Policy (X2*Y2), and Corporate Reputation moderated by Government Policy (X3*Y2) contribute an influence of 0.653 or 65.3% to Business Performance (Z) with a moderate category. While the remaining 34.7% is the influence of other unobserved factors.

F Square

In the book by Ghozali and Latan (2015:81), it is explained that F Square is used to see the influence of latentt variable predictors at the structural level. An F Square value of 0.02 indicates a small rating, an Effect Size of 0.15 indicates a medium rating, and an Effect Size of 0.35 indicates a large rating. Based on the results of testing with SmartPLS 3.0, the F Square results are as follows:

Table 8. F Square Test Results

Effect	**Effect Size**	**Rating**
Market Orientation (X1) --> Competitive Advantage (Y1)	0,048	Small
Entrepreneurial Orientation (X2) --> Competitive Advantage (Y1)	0,060	Small
Corporate Reputation (X3) --> Competitive Advantage (Y1)	0,022	Small
Market Orientation (X1) --> Business Performance (Z)	0,094	Small
Entrepreneurial Orientation (X2) --> Business Performance (Z)	0,093	Small
Corporate Reputation (X3) --> Business Performance (Z)	0,042	Small

Effect	Effect Size	Rating
Market Orientation moderated by Government Policy (X1*Y2) --> Business Performance (Z)	0,000004	Small
Entrepreneurial Orientation moderated by Government Policy (X2*Y2) --> Business Performance (Z)	0,090	Small
Corporate Reputation moderated by Government Policy (X3*Y2) --> Business Performance (Z)	0,042	Small
Competitive Advantage (Y1) --> Business Performance (Z)	0,369	Medium

Source: Data Processing (2025)

Figure 16. The table above shows the predictive influence of latentt variables at the structural level. Market Orientation (X1), Entrepreneurial Orientation (X2), and Corporate Reputation (X3) have a small influence on Competitive Advantage (Y1). Competitive Advantage (Y1) has a medium influence on Business Performance (Z), while Market Orientation (X1), Entrepreneurial Orientation (X2), Corporate Reputation (X3), Market Orientation moderated by government policy (X1*Y2), Entrepreneurial Orientation moderated by government policy (X2*Y2), and Corporate Reputation moderated by government policy (X3*Y2) have a small influence on Business Performance (Z).

Figure 17. Q-square Predictive Relevance

Figure 18. The next step is to examine the Q-square predictive relevance of the construct model. The Q-square test is used to measure the accuracy of the model's observed values and parameter estimates. A Q-square value greater than 0 (zero) indicates that the model has predictive relevance, while a Q-square value less than 0 (zero) indicates that the model has less predictive relevance (Ghozali, 2014:41). The Q-square value obtained by using the R2 value in the table above, obtained the following calculation results:

Figure 19. Table 9. Results of the Q^2 Predictive Relevance Test

Variables	R Square	1-R Square
Competitive Advantage (Y1)	0,211	0,789
Business Performance (Z)	0,653	0,347
Q2 =	$Q^2 = 1- (1-R_1^2) (1-R_2^2) = 0,726$	

Figure 20. Source: Data Processing (2025)

Figure 21. Based on the table above, the Q2 (Q-square predictive relevance) value obtained is 0.726. Because the value is greater than 0 (zero), it indicates that the model has adequate predictive relevance.

Figure 22. Goodness of Fit (GoF)

Figure 23. The goodness of fit test results are obtained by multiplying the square root of the average Average Variance Extracted and the average R-squared.

Figure 24. Table 10. Average Average Variance Extracted Values

Latent	***Average Variance Extracted* (AVE)**	**Latent**	***Average Variance Extracted* (AVE)**
X1	0,769	Y1.1	0,684
X1.1	0,884	Y1.2	0,612
X1.2	0,782	Y1.3	0,653
X1.3	0,821	Y1.4	0,646
X2	0,787	Y2	0,637
X2.1	0,824	Y2.1	0,774
X2.2	0,792	Y2.2	0,728
X2.3	0,828	Y2.3	0,744
X2.4	0,832	Y2.4	0,737
X2.5	0,853	Y2.5	0,748
X3	0,692	Y2.6	0,694
X3.1	0,923	Z	0,592
X3.2	0,743	Z1	0,669
X3.3	0,925	Z2	0,728
X3.4	0,809	Z3	0,740
X3.5	0,781	Z4	0,716
X3.6	0,764	Z5	0,787
Y1	0,546	Z6	0,853
Rata-rata	**0,753**		

Source: Data Processing (2025)

Table 11. Average R-Square Value

Variables	**R Square**
Competitive Advantage (Y1)	0,211
Business Performance (Z)	0,653

Average	**0,432**

Source: Data Processing (2025)

GoF $= \sqrt{\overline{AVE} \times \overline{R^2}}$
GoF $= \sqrt{0{,}753 \times 0{,}432}$
GoF = 0,570

The goodness of fit calculation above yields a value of 0.570, concluding that the model has a high goodness of fit. The higher the goodness of fit, the more accurately it describes the sample in the study.

Table 12. Hypothesis Testing

Effect	**Path Coefficient**	**T-Count**	**P Values**
X1 -> Y1	0,200	3,827	0,000
X2 -> Y1	0,262	5,293	0,000
X3 -> Y1	0,156	2,528	0,012
X1 -> Z	0,192	5,059	0,000
X2 -> Z	0,235	5,594	0,000
X3 -> Z	0,150	3,239	0,001
Y1 -> Z	0,430	8,174	0,000
X1*Y2 -> Z	0,001	0,034	0,973
X2*Y2 -> Z	0,192	6,752	0,000
X3*Y2 -> Z	0,012	0,326	0,744
X1 -> Y1 -> Z	0,086	3,273	0,001
X2 -> Y1 -> Z	0,113	4,422	0,000
X3 -> Y1 -> Z	0,067	2,199	0,028

Source: Data Processing (2025)

Discussion

The effect of market orientation on competitive advantage

The analysis results show that Market Orientation (X1) has a positive and significant effect on Competitive Advantage (Y1), with a path coefficient of 0.195, a T-statistic of 3.827 (>1.96), and a p-value <0.05. This finding indicates that improving a business's ability to understand customer needs, integrate competitor dynamics, and respond adaptively to market changes will strengthen its competitive position. In the highly competitive context of West Java tourism, market orientation enables businesses to adapt products, services, and business models to evolving tourist preferences, thereby creating differentiation, efficiency, and service innovation. Therefore, hypothesis H1 is accepted, which states that market orientation is a critical determinant in the formation of competitive advantage. These findings align with previous research showing that market orientation positively contributes to competitive advantage and business performance, both directly and through mediating mechanisms (Puspaningrum, 2020; Bamfo & Kraa, 2019; Sudarmiatin et al., 2023; Ahmatang & Sari, 2022; Azhara, 2020; Karnowati & Handayani, 2022). Theoretically, these results reinforce Narver and Slater's (1990) framework, which emphasizes customer orientation, competitor orientation, and cross-functional coordination as sources of value creation and competitive advantage. Practically, tourism MSMEs need to strengthen their market analysis capabilities, responsiveness to changing tourist preferences, and internal organizational integration to maintain sustainable competitiveness.

The Effect of Entrepreneurial Orientation on Competitive Advantage

The analysis results show that Entrepreneurial Orientation (X2) has a positive and significant effect on Competitive Advantage (Y1), as evidenced by a path coefficient of 0.260, a T-value of 5.293, and a p-value <0.05. This finding confirms that increasing entrepreneurial orientation consistently drives organizational competitiveness. In the context of the West Java tourism sector, entrepreneurs with high levels of innovation, proactivity, risk-taking, competitive aggressiveness, and autonomy tend to be more adaptive to market changes, capable of developing valuable products and services, and more quickly capitalizing on opportunities, including the use of digital technology. These results align with various previous studies that place entrepreneurial orientation as a key determinant of competitive advantage and business performance in various sectors, including MSMEs and tourism, despite differing industry focuses and characteristics. Theoretically, these findings reinforce the entrepreneurial orientational framework of Lumpkin and Dess (1996) and the competitive advantage theory of Bharadwaj et al. (1993), which emphasizes that the synergy of innovation, proactivity, risk-taking, competitive aggressiveness, and autonomy enables organizations to optimize cost advantages, differentiation, resources, and market responsiveness. Integrating these two perspectives demonstrates that entrepreneurship not only encourages exploration of opportunities but also facilitates the implementation of effective and sustainable competitive strategies. In the West Java tourism sector, strengthening entrepreneurial orientation has strategic implications for increasing operational efficiency, service differentiation based on local uniqueness, resource optimization, and responsiveness to demand and policy dynamics. Thus, entrepreneurship is a key factor in building sustainable competitive advantage and strengthening long-term business performance.

The Influence of Reputation on Competitive Advantage

The results show that Corporate Reputation (X3) has a positive and significant effect on Competitive Advantage (Y1) in the tourism sector in West Java, with a path coefficient of 0.156 and a t-value of 2.528, exceeding the significance threshold. This finding confirms that improving quality increases consumer and stakeholder trust, thereby strengthening a company's competitive position in a dynamic market environment. The consistency of these results with previous research indicates that reputation is a strategic asset across sectors, despite the different research contexts. In the tourism industry, which relies heavily on perceived quality, credibility, and customer trust, reputation serves as a differentiation mechanism capable of strengthening loyalty and market preference. Conceptually, this finding aligns with Fombrun'sview of building reputation through product and service quality, continuous innovation, entrepreneurial orientation, and social responsibility, and is integrated with Bharadwaj et al.'s competitive advantage framework, which emphasizes differentiation, cost efficiency, resource advantage, and customer responsibility. Practical implications suggest that tourism businesses need to systematically manage reputation through consistent service quality, innovative tourism experiences, strong organizational governance, and the ability to respond quickly and efficiently to market needs. Thus, reputation not only shapes positive perceptions, but also becomes a key lever in creating sustainable competitive advantage and supporting long-term business growth.

The Effect of Market Orientation on Business Performance

The results of this study indicate that Market Orientation (X1) has a positive and significant effect on Business Performance (Z) in the tourism sector in West Java, with a path coefficient of 0.192 and a t-statistic of 5.059 (>1.96), thus accepting hypothesis H1. This finding suggests that the greater a business actor's ability to understand customer needs, integrate competitor dynamics, and respond adaptively to market changes, the higher the business performance achieved. These results are consistent with previous research that emphasizes the role of market orientation in improving business performance across various sectoral and regional contexts (Puspaningrum, 2020; Bamfo & Kraa, 2019; Fransisca & Soelaiman, 2023; Sudarmiatin et al., 2023; Laksana et al., 2022; Yaskun et al., 2023; Azhara, 2020). Theoretically, these findings reinforce Narver and Slater's (1990) framework, which emphasizes customer orientation, competitor orientation, and cross-functional coordination as sources of value creation and performance improvement, and aligns with the concept of multidimensional performance (Santos & Brito, 2012). Practically, tourism businesses need to strengthen their market analysis capabilities, responsiveness to changes in tourist preferences, and internal organizational integration to improve operational efficiency, service quality, and customer loyalty, so that business performance can be sustainable in an increasingly dynamic competitive environment.

The Influence of Entrepreneurial Orientation on Business Performance

The results of this study indicate that Entrepreneurial Orientation (X2) has a positive and significant effect on Business Performance (Z) in the tourism sector in West Java, with a path coefficient of 0.235 and a t-statistic of 5.594 (>1.96), thus accepting the hypothesis. This finding suggests that the higher the level of innovation, proactivity, and managed risk-taking, the greater the business performance achieved. These results align with previous research that emphasizes the role of entrepreneurship in improving business performance and competitiveness (Margaretha & Soelaiman, 2021; Kuncoro & Samekto, 2023; Widodo, 2023). Theoretically, these findings reinforce the framework of Lumpkin and Dess (1996), which positions entrepreneurial orientation as a key strategic capability in facing a dynamic business environment, and align with the concept of multidimensional performance (Santos & Brito, 2012). Practically, tourism businesses need to strengthen their innovation capabilities, increase proactivity in responding to market opportunities and changes, and implement measured risk-taking to expand their market, increase profitability, and maintain sustainable competitiveness.

The Influence of Corporate Reputation on Business Performance

The results show that Corporate Reputation (X3) has a positive and significant effect on Business Performance (Z) in the tourism sector in West Java, with a path coefficient of 0.150 and a t-statistic of 3.239 (>1.96). This finding indicates that a positive corporate image, reflected through service quality, trust, and social responsibility, directly contributes to increased profitability, growth, and customer satisfaction. These results are consistent with previous research that emphasizes the role of reputation as a strategic asset in improving business performance (Jao et al., 2020; Azzahra & Widiastuty, 2023), particularly in the service sector, which significantly influences consumer perceptions. Theoretically, this finding reinforces Fombrun's (1996) view that reputation is an intangible resource capable of creating sustainable competitive advantage, and aligns with Santos and Brito's (2012) concept of multidimensional performance. Practically, tourism businesses need to consistently improve product and service quality, maintain credibility, and strengthen social commitment to build market trust and customer loyalty, so that business performance can grow sustainably.

The Moderated Effect of Market Orientation on Business Performance

The analysis results show that the interaction between Market Orientation and Government Policy (X1×Y) has a very small positive coefficient (0.006), but it is not statistically significant ($t = 0.034 < 1.96$; $p > 0.05$), thus rejecting the moderation hypothesis. This finding indicates that government policy has not yet functioned as a reinforcing factor in strengthening the influence of market orientation on business performance in the tourism sector in West Java. Although market orientation conceptually has the potential to improve performance, existing supporting policies have not been able to increase the strategy's effectiveness in practice. These results align with several studies that found that government policy does not always act as a significant moderating variable in the relationship between internal strategy and business performance (Noya & Melany, 2025; Soares, 2024), despite findings indicating a reinforcing effect in certain contexts (Taneo et al., 2023).

From a public policy perspective, these findings indicate that tourism policy in West Java has not met the criteria of effectiveness, adequacy, and responsiveness as formulated by Dunn (1999), thus failing to address the needs of actual business actors. Limited implementation, infrastructure support, promotional facilitation, and administrative ease hinder the policy's role as a performance lever. Furthermore, these results suggest that other factors such as destination quality, human resource capacity, marketing digitalization, and innovation capability are likely more dominant in determining the effectiveness of market orientation on business performance, making strengthening internal companies and business ecosystems a strategic agenda that cannot rely solely on policy intervention.

The Effect of Entrepreneurial Orientation Moderated by Government Policy on Business Performance

The analysis results show that the interaction of Entrepreneurial Orientation with Government Policy (X2×Y) has a positive and significant effect on Business Performance (Z), with a path coefficient of 0.212 and a t-statistic value of 6.752 (>1.96; $p < 0.05$). This finding indicates that government policy support significantly strengthens the effectiveness of entrepreneurship in driving improved business performance in the tourism sector in West Java. Thus, the moderation hypothesis is accepted, which states that the stronger the policy support, the greater the contribution of innovation, proactivity, and risk-taking courage of business actors to improved performance. This result is consistent with previous research findings that show the role of strengthening government policies in increasing the impact of entrepreneurial orientations on SME performance in various contexts (Hoque, 2018; Ibrahim et al., 2017; Adim & Tamunomiebi, 2018; Yatim et al., 2019). From a public policy perspective, this finding suggests that effective, responsive, and adequate policies can function as a supporting environment that strengthens entrepreneurial capabilities, in line with Dunn's (1999) framework. Regulatory support, financing facilities, capacity building, and market access enable businesses to maximize innovation and adapt to dynamic demand. These results confirm that the quality of policy design and implementation determines the success of entrepreneurial strategies in improving business performance, while also highlighting the importance of developing tourism policies that are more oriented towards empowering businesses.

The Moderated Effect of Corporate Reputation on Business Performance

The analysis shows that the interaction between Corporate Reputation and Government Policy (X3xY) has a very small positive coefficient (0.012), but it is not statistically significant ($t = 0.326 < 1.96$; $p > 0.05$), thus rejecting the moderation hypothesis. This finding indicates that while corporate reputation conceptually contributes to improved business performance, government policy has not yet functioned as a reinforcing factor capable of amplifying this influence in the tourism sector in West Java. These findings are consistent with a number of studies that also found a limited role for policy as a moderator in the relationship between strategy variables and business performance (Noya & Melany, 2025; Soares, 2024), although they differ from studies reporting a reinforcing effect in specific contexts (Hoque, 2018; Ibrahim et al., 2017). From a government policy perspective, these findings indicate that tourism policies have not yet met the criteria of effectiveness, adequacy, and responsiveness as formulated by Dunn (1999), thus failing to facilitate reputation as a performance lever. Limited implementation support, market facilitation, and incentive strategies hinder the transformation of reputation into stronger economic value. Furthermore, these results suggest that other factors such as service quality, product innovation, marketing digitalization, and managerial capabilities are likely more dominant in determining business performance, so strengthening competitiveness cannot rely solely on policy interventions.

The Effect of Competitive Advantage on Business Performance

The analysis results show that Competitive Advantage (Y1) has a positive and significant effect on Business Performance (Z), with a path coefficient of 0.430 and a t-statistic of 8.174 (>1.96; $p < 0.05$). This finding indicates that increasing competitive advantage directly drives improved business performance in the tourism sector in West Java. Competitive advantage, reflected through cost efficiency, product differentiation, resource superiority, and responsiveness to customer needs, has been shown to increase profitability, business growth, customer satisfaction, and social and environmental performance. Theoretically, these results reinforce the view that competitive advantage is a key determinant of business performance in both the short and long term. Practically, tourism businesses need to consistently develop strategies for operational efficiency, value differentiation, technology utilization, and improving service quality and market response speed to maintain their competitive position and achieve sustainable performance in an increasingly dynamic competitive environment.

The Effect of Market Orientation on Business Performance Mediated by Competitive Advantage

The results show that Market Orientation (X1) has a positive and significant effect on Business Performance (Z) through the mediation of Competitive Advantage (Y1), with a path coefficient of 0.086 and a t-statistic of 3.273 (>1.96). This finding indicates that market orientation not only directly impacts performance but also strengthens it through the creation of competitive advantage. A company's ability to understand customer needs, coordinate competitor dynamics, and coordinate internal responses enables value differentiation, operational efficiency, and service consistency, ultimately increasing profitability, customer loyalty, and market share. These results are consistent with previous research findings that position competitive advantage as a key mechanism in translating market orientation into superior performance (Narver & Slater, 1990; Bharadwaj et al., 1993; Putri et al., 2025). Theoretically, these findings reinforce the view that market orientation is a strategic capability that creates value through sustainable competitive advantage. Practically, tourism businesses need to prioritize strengthening customer understanding, competitor analysis, innovative services, and leveraging technology to strengthen their competitive position. Supportive policies that encourage capacity development, innovation, and market access are also key factors in continuously converting competitive advantage into improved business performance in a dynamic competitive environment.

The Effect of Entrepreneurial Orientation on Business Performance, Mediated by Competitive Advantage

The results show that Entrepreneurial Orientation (X2) has a positive and significant effect on Business Performance (Z) through the mediation of Competitive Advantage (Y1), with a path coefficient of 0.113 and a t-statistic of 4.422 (>1.96). This finding indicates that entrepreneurial orientations play a key role in developing competitive advantage, which subsequently improves business performance in the tourism sector in West Java. Companies that emphasize innovation, proactivity, and adaptability are better able to create differentiated value, increase resource utilization efficiency, and strengthen competitiveness. These results are consistent with previous research that emphasizes the role of competitive advantage as a key mechanism in translating entrepreneurial orientations into superior performance (Bharadwaj et al., 1993; Azhara, 2020; Setyawati & Abrilia, 2013; Anggraini et al., 2020). Theoretically, these findings reinforce the perspective that entrepreneurship is a strategic capability that creates value through the formation of sustainable competitive advantage. Practically, tourism businesses need to strengthen a culture of innovation, product and service differentiation, and responsiveness to changing market preferences to maintain their competitive position and increase profitability, customer satisfaction, and business resilience in a dynamic business environment.

The Influence of Corporate Reputation on Business Performance as Mediated by Competitive Advantage

The results show that Corporate Reputation (X3) has a positive and significant effect on Business Performance (Z) through the mediation of Competitive Advantage (Y1), with a path coefficient of 0.067 and a t-statistic of 2.199 (>1.96). This finding indicates that reputation, as an intangible asset, improves business performance by strengthening specific positions, such as differentiation value, operational efficiency, and market-recognized innovation. In line with the Resource-Based View approach, a valuable, rare, difficult-to-imitate, and irreplaceable reputation serves as a strategic resource that drives sustainable competitive advantage (Barney, 1991; Roberts & Dowling, 2002). Thus, reputation not only has a direct impact but also primarily operates through competitive advantage mechanisms to increase profitability, growth, and customer loyalty. Practically, this finding underscores the importance of integrated reputation management and excellence creation strategies for tourism businesses. Improving service quality, strengthening stakeholder trust, a commitment to social responsibility, and a consistent brand image are key instruments in building a reputation that can translate into economic value. This strategy enables companies to retain customers, attract new markets, and strengthen business resilience in an increasingly dynamic competitive environment.

Empirical Overview of Market Orientation, Entrepreneurial Orientation, Corporate Reputation, Competitive Advantage, Government Policy, and Business Performance in the Tourism Sector of MSMEs in West Java Province

Empirically, the tourism MSME sector in West Java demonstrates relatively strong internal capabilities in building competitiveness and business performance, reflected in the positive role of market orientation, entrepreneurial orientation, and corporate reputation in contributing to competitive advantage. Businesses are relatively adaptive in understanding customer needs, responding to market dynamics, developing innovation, and maintaining service quality and customer trust. Competitive advantage is formed through a combination of cost efficiency, service differentiation, utilization of local resources, and responsibility to customers, although challenges remain regarding quality consistency, business scale, and resilience to increasing demand. Business performance shows a post-pandemic recovery trend, particularly in customer growth and revenue stability, but profitability and market expansion are not yet fully optimal. On the other hand, the effectiveness of government policies as external supporting factors remains uneven and tends to be unsatisfactory, particularly in entrepreneurship more so in the context of entrepreneurship **than in** market orientation and corporate reputation. Limitations in policy implementation, infrastructure support, promotional facilitation, and digital marketing integration indicate a mismatch between policy design and the actual needs of business actors. These findings confirm that strengthening the performance of tourism MSMEs depends not only on internal capabilities but also requires improving the quality of public policies to create a more adaptive, competitive, and sustainable business ecosystem.

Conclusion

The internal capabilities of tourism MSMEs in West Java, reflected in market orientation, entrepreneurial orientation, and corporate reputation, significantly influence competitive advantage and business performance. Market orientation enhances differentiation, market responsiveness, and value creation; entrepreneurial orientation encourages innovation, proactivity, and risk-taking, while corporate reputation strengthens trust and competitive position as strategic assets. These three variables have been shown to directly influence business performance. Furthermore, competitive advantage plays a significant role in improving performance and significantly mediates the relationships between market orientation, entrepreneurial orientation, corporate reputation, and business performance. Regarding external factors, government policy has been shown to strengthen the influence of entrepreneurship on business performance, but does not significantly moderate the relationship between market orientation and corporate reputation on performance. Descriptive findings indicate that tourism MSMEs are relatively adaptive and innovative, but still face challenges related to quality consistency, business scale, and competitive pressures. Business performance is largely determined by a company's internal strengths, while the effectiveness of public policy still needs to be improved to be more responsive, integrated, and able to strengthen all dimensions of business actors' strategies. Therefore, strengthening internal capacity needs to go hand in hand with improving policy design and implementation to build a more adaptive, competitive, and sustainable tourism ecosystem.

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