

The Effect of Entrepreneurial Orientation, Market Orientation and Project Management Perspectives on Competitive Advantage in Order to Improve Business Performance (The Study on Property Companies in Pati)

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Abstract

The purpose of this study is to examine and analyze the effect of entrepreneurial orientation, market orientation and project management perspective on competitive advantage and property business performance in Pati Regency. This research is a regression and quantitative research. This research was conducted at the end of 2021 on property companies in Pati Regency with a total of 50 property companies. Data collection using a closed questionnaire, and data analysis using analysis technique partial least squares (PLS). The results showed that entrepreneurial orientation, market orientation, management perspective had a positive effect on competitive advantage. Entrepreneurial orientation, market orientation, management perspective and competitive advantage have a positive effect on business performance. The conclusion is that entrepreneurial orientation, market orientation, management perspective play an important role in competitive advantage and property business performance in Pati district.

Keywords

Entrepreneurial orientation; market orientation; project management perspective; the competitive advantage; business performance

I. Introduction

Competitive advantage is a strategy that is wrong if the aim is to help the company strive to maintain the continuity of the company. Ferdinand (2003) agrees with the statement that if a company is able to compete at the level of competitive advantage can be seen in performance results generated by the strategic combination of a company, of course, the advantages of it to maximize profits. To be able to continue this competitive advantage, companies must have resources and capabilities with certain characteristics (company-specific). It can be explained that competitive advantage is not the end goal, but a medium to achieve the company's main goal, namely high performance.

In this new era of competition that continues to develop in this era of globalization, competition in the industry is very tight and dynamic. Competition occurs in almost all industrial lines of the economy, where companies both compete with various strategies with the ultimate goal of gaining an advantage over similar companies that have segmentation and markets that tend to be the same. With conditions that require companies to survive in the wheel of industrial competition, each company must prepare itself and need to understand the position and business environment it faces.

Understanding of the company's internal and external factors and competitors. Internal factors in this case include the company's understanding of the company's competitive strengths/advantages from competitors, and vice versa, the company must also understand the company's internal weaknesses compared to its competitors. External factors include the company's ability to analyze potential opportunities that can be achieved by the company and of course also be able to detect threats that arise from competitors for the company so that it can be anticipated in various strategies.

Only companies that are able to maintain and improve their performance will be able to compete, survive and develop for a long period of time (Lee, 2010). Technological advances in the industrial era 4.0, demand product development and changes in business regulations that are increasingly making complex problems that are being and will be faced by industry and business on a macro basis. With the encouragement and pressure of competition in a very tight market, so this has an impact on the organizational performance of a company.

One of the keys to maintaining a competitive advantage in today's business world is a focus on consumers. The same applies to the industry, property which requires information on consumer needs, particularly in specific areas. Starting from who the target consumers are, the needs that consumers need and want, government policies of each region, regional government economic patterns that affect the purchasing power of the people, as well as other key factors that affect development in a particular area.

The expected ideal conditions have not yet fully occurred in Pati Regency. Where of the 21 sub-districts in Pati Regency, there are still some disparities in several industrial and economic aspects between the sub-district which is the center and satellite of government and the sub-district which is at the end of the boundary between Pati Regency and the surrounding regencies. However, with various government efforts in the previous and current periods, many policies have begun to lead to equitable development and the economy throughout the Pati Regency area. .

The condition of development that is structured and massive is one of the main focuses of the Pati Regency Government in the process of becoming a Pro-Investment Regency. This can be meant by the active role of the Pati Regency Government in collaboration with related agencies to be able to plan and implement supporting leading programs. One of the relevant department is being featured proker Department of Housing and Settlement Region (Disperkim) regency Pati. Where it is hoped that adequate and adequate housing can increase the level of the economy of Pati Regency and also refers to Law No. 4 of 2016 concerning Public Housing Savings, where the Government guarantees the fulfillment of citizens' needs for decent and affordable housing.

Development is a systematic and continuous effort made to realize something that is aspired. Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired. In addition, development is also very dependent on the availability of natural resource wealth. The availability of natural resources is one of the keys to economic growth in an area. (Shah, M. et al. 2020)

Infrastructure development was encouraged in Pati by submitting a proposal for Special Allocation Fund (DAK) assistance for uninhabitable houses (RTLH) to the central government. Where from the Disperkim database for housing handling needs in 2018, there are still 31,025 RTLH Units in Pati Regency. This is made worse by the fact that there are still beklak with a total of 78,518 housing units that need to be fulfilled by the Pati Regency government when referring back to Law Number 4 of 2016. Beklak itself is a term that appears to explain the difference in the gap between the number of marriages and the number of families (already married) who already have a residence or house.

The number of developers in Pati Regency, based on the Disperkim database, is 18 developers and has built 33 housing estates in Pati Regency, with subsidized housing as many as 8 development points and non-subsidized housing as many as 25 points.

It is known that the database is a database developer before carrying out a structured collaboration with the local district government. Disperkim itself is one of the new agencies which in early 2017 began to stand alone, after previously being under the same roof with the Pati Regency Public Works (PU) Office. This is intended in order to maximize the performance of Disperkim in order to reduce the number of backlogs.

Based on the results of the researcher's discussion with Suhartono, it was explained that the current focus of Disperkim for the short term is to focus on reducing the number of RTLH in Pati Regency. The latest data obtained in 2017 there were 31,025 uninhabitable housing units in Pati Regency. Based on the proposal at the beginning of 2019, Disperkim proposed at least 162 housing units with the category of severe damage. Later there will be a number of aid funds given to homeowners to be able to carry out home renovations. Disperkim provides an opportunity for at least 18 registered housing developers to be able to carry out the work, in order to facilitate the control and effectiveness of the renovation work.

The long-term plan of Disperkim is Pati Regency as one of the Pro-Investment districts. Disperkim has a target every year to at least be able to produce housing or housing units of not less than 1000 units. Disperkim hopes that housing developers can become appropriate and cooperative partners in helping to achieve the targets set by Disperkim. This is certainly an opportunity for developers to be able to compete in realizing the targets set by Disperkim.

Several previous studies have proven that there are several variables that affect sustainable competitive advantage. Helia (2015) and Fatmawati (2016) studied the causal relationship between the variables comprising orientation market entrepreneurship, innovation product, and competitive advantage. In research I discovered that the orientation entrepreneurship, innovation market and product have a partial effect simultaneously on advantage compete. Then the results of the analysis path found that innovation product is a mediating variable of advantage variable competitive. Putra (2013) conducted the same study, but used entrepreneurial orientation as an intervention variable. Metekohy's research (2013) examines the entrepreneurial direction of the MSME industry.

In this study, the researcher took the key variable, namely Competitive Advantage, where the researcher wanted to take the value of Competitive Advantage in the industry property in increasing the value of the company's performance. The basic variables that the researcher wants to take are the Entrepreneurial Orientation, Market Orientation, and Project Management Perspectives of the business actors that affect or do not affect the company's competitive advantage.

In the academic field, is already a lot of research about the operating performance of the company's perspective market-oriented orientation entrepreneurial and project management through core variables that is a competitive advantage. This study aims to explore whether orientation entrepreneurial market and project management perspective impact on competitive advantage, thereby improving the performance of company.

II. Review of Literature

2.1. Orientasasi Entrepreneurship

Entrepreneurship is a sense of excitement generate and implement new creative inspiration and describes the continuous process of vision, of each turn of the presence and of the creation of applicative (Kuratko, 2009). Processes, practices and decision-making activities are activities that are carried out by companies in new entry activities which are a reflection of the entrepreneurial orientation (Lumpkin and Dess, 1996). Entrepreneur personality is a reflection of entrepreneurial orientation (entrepreneurial orientation) (Lee and Tsang, 2001; Olson, 2000; Littunen, 2000).

2.2. Market Orientation

According to Kashmir in 2007 market understanding is a summary of real and potential buyers of a product. Another understanding of the market can also be translated as a place where demand and supply meet and as a transaction mechanism between buyers and sellers.

The description of market orientation is a form of implementation of the marketing concept where marketing orientation is the approach taken by the company and the approach is aimed at customers (Slatter, 2001).

2.3. Project Management Perspective Projects

Temporary activities that are attempted to produce a product or service. For Imami Suharto, iproject that is a mix of various iresource-shaped ihuman, imaterial and equipment to conduct a series of activities collected in something where the organizationi while iorder to realizei idea thati stuck because instincti man toi grow predetermined cost, time and quality limits. Project activities can be referred to as an activitywhilei that takes placei within a limited time period, with a particular resource allocation as well as the intendedi to perform tasksi that targets outlinedi clearly Imam(i Suharto, 1997: 1).

2.4. Competitive Advantage

Survival of the company will be maintained if the company is oriented towards entrepreneurship, it will be a big capital for the company. Besides sustainability (sustainable) competitive advantage of the company in an effort to survival existence as basically a company wants to perpetuate its existence. High profit as the ultimate goal can be achieved with the company's strategy of implementing sustainable competitive advantage. Sustainable competitive advantage is certainly not the end, but is a medium that aims to achieve the company's ultimate goal.

2.5. Business

Performance Performance is a fairly broad concept, as well as significant changes according to the perspectives and needs of users (Lebas, 1995 in Alrubaiee, 2013: 5). Ferdinand (2000: 116) statesi wasof business performance iaspectsthat is often used to measurei a result of the strategy iapplied by the company. The company's strategyi always shown to create business performance (a kind of sales volume and the level of sales growth) is good andalsoperformancei a good financial (Putranto, 2003: 100).

III. Research Method

3.1 Types and Research Design

Research will be carried out with regression and quantitative research. The study was used to obtain data from the Developer Company in Pati Regency. Correlational research is research that has the aim of investigating the extent to which a variation of a variable will be related to a variation of another variable (Azwar, 2001). Quantitative research means analyzing numerical data obtained from statistical methods (Azwar, 2001).

The methodology that researchers use has a broad meaning, from the ways and procedures to verify the data that will be used to test hypotheses (Sudjana and Ibrahim, 2001). The procedure used is a direct field survey method with partial least squares (PLS) analysis technique.

3.2 Population and Sample

According to Sugiyono (2010) population is a generalization area which is divided into subjects/objects that have certain characteristics and qualities, on the contrary for Arikunto (2006) population is the totality of subjects from research and the whole resulting from all objects or all individuals who have characteristics certain. The population in this study were all property companies in the Pati district. The technique for taking samples in this research is by using saturated samples (Arikunto, 2006).

3.3 Data Collection Techniques

Techniques from this study were by distributing questionnaires to property companies in the Pati Regency area with the aim of reaching a wider range of respondents and in a shorter time. To collect data from the researchers used several techniques, namely questionnaires and documentation.

3.4 Research Instrument

Test Validity test aims to identify the accuracy of the instrument to measure what will be measured, the instrument validity test used is the corrected item-total correlation technique with the help of the SPSS 16.0 computer program. The reliability test aims to identify the level of confidence or consistency of the instrument measure (Azwar, 2002). The instrument reliability test technique used is Cronbach's Alpha. The research scale test was carried out on the upper class subject, namely class X. The trial was intended to be able to determine items that had good validity and reliability.

3.5 Analysis Quantitative Analysis

In this study, the analysis for the data used the Partial Least Square (PLS) approach. PLS is a variant-based SEM statistical method which is then designed to solve multiple regression when a specific problem occurs in the data, such as a very small research sample size, missing values and multicollinearity (Jogiyanto & Abdilah, 2007). 2009). The stages in PLS according to Jogiyanto& Abdillah, (2009), which is as follows:

a. Model Measurement (*OuterOuter Model*)

Outer Model is a measurement model used to calculate validity, parameters in the measurement model (convergent validity, discriminant validity, composite reliability and Cronbach's alpha) including the R² value as a parameter predictive model accuracy. The measurement model aims as follows:

1) test

- a) Convergent validity on the measurement model of the indicator reflective model can be assessed on the basis of loading factor (correlation between item score or component score with construct score) which is then calculated by smartPLS. An indicator can be used as a measure of a variable if the loading factor is more than 0.50 then it is considered practically significant. Thus, the higher the loading factor value, the more important the role of loading is to interpret the factor matrix. The reflective measure is categorized as high if it has a correlation of more than 0.70 with the construct to be measured. Apart from that, an assessment can also be carried out based on the value of communality (more than 0.5) and average variance extracted (more than 0.5)
- b) Discriminant validity on the measurement model with reflective indicators can be assessed on the basis of cross loading measurements with constructs (more than 0.7 in one variable). Another method used to calculate discriminant validity is to compare the value of the square root of Average Variance Extracted (AVE) of each construct by correlating the other variables in the model. The model has sufficient validity if the AVE root value of each construct is greater than the correlation value between constructs and other constructs in the model. The detailed explanation can be seen in table 3 below.

Table 1. Validity Test Parameters in the PLS Measurement Model

Validity Test	Parameter	Rule of Thumbs
<i>Convergent</i>	<i>Loading factor</i>	More than 0.5
	<i>Average variance extracted (AVE)</i>	More than 0.5
	<i>Communality</i>	More than 0.5
<i>Discriminant</i>	AVE Root and AVE Root > The correlation of latent variables	more than 0.7 in one variable
	<i>Cross loading is</i>	more than 0.7 in one variable

Source: Chin in Jogiyanto and Abdillah (2009)

2) Reality Reliability

Test in PLS can use 2 procedures as follows: Cronbach's alpha and Composite reliability. Cronbach's alpha is used to measure the lower limit of the reliability value of a construct and composite reliability is used to measure the real value of the reliability of a construct. From these results, a construct is categorized as reliable if the value of Cronbach's alpha must be more than and the value for Composite reliability must be more than.

b. Structural Model (*Inner Model*)

0.60.7The structural model in smartPLS is evaluated by using R² as dependent construct, the value of R² is used to measure the level of variation of the change in the independent variable on the dependent variable. The higher the R² value, the better the prediction model of the proposed research model. Sourced on Chin on Ghazali & amp; Latan (2015:81) rule of thumb of R-square 0, 67; 0, 33; 0, 19 shows a strong, moderate, and weak model.

c. Hypothesis Testing

In research without a sample, hypothesis testing is carried out by studying the direction of the coefficient. The criteria for testing whether the hypothesis is accepted or not are as follows (Kaltenbach, 2012):

- 1) Hypothesis accepted if $b > 0$ and the direction of the path is positive.
- 2) The hypothesis is rejected if $b < 0$ and the direction of the path is negative.

IV. Result and Discussion

Object in this study is a property company in the district. Pati with the subject under study is the *Owner* or the policy holder equivalent to the Manager of the company. The Property Company in question is a property company that has a history of/ongoing implementation of the Property unit development in Kab. Pati with a minimum of experience having 2 locations *project* property development in Kab. Starch. Then, the data was obtained through filling out a questionnaire in format *Google Form* where the Google Form link was distributed to respondents. Respondents can fill out the questionnaire via mobile phones or *gadgets* owned by each respondent.

The questionnaire was distributed on October 20, 2021 and succeeded in achieving the target on November 7, 2021. There were 60 respondents who filled out the questionnaire. The test uses 50 respondents by eliminating the other 10 respondents' answers. The reduction in respondents' answers was based on the fact that there were 10 respondents who did not meet the *screening* initial of the research criteria. Where the *screening* is that property companies have at least 2 locations *project* property in Kab. Starch. Based on the results of the *screening*, respondents who do not meet these criteria, the response in question is omitted. After going through several stages of sample selection, the remaining 50 respondents' data can be tested.

4.1. Main Hypothesis Test Results

Hypothesis 1: the effect of entrepreneurial orientation on competitive advantage.

The results show that entrepreneurial orientation has a positive t-count value of 3.573 and is significant at 0.000 less than 0.05, so entrepreneurial orientation has a positive effect on competitive advantage. The higher the entrepreneurial orientation, the higher the competitive advantage, on the contrary, the lower the entrepreneurial orientation, the lower the competitive advantage.

Hypothesis 2: the effect of market orientation on competitive advantage.

The results show that market orientation has a positive t-value of 3.308 and a significant 0.001 less than 0.05, so market orientation has a positive effect on y. the higher the market orientation, the higher the y, conversely the lower the market orientation, the lower the competitive advantage.

Hypothesis 3: the effect of management perspective on competitive advantage

The results show that the management perspective has a positive t-count value of 3.054 and a significant 0.002 less than 0.05, so the management perspective has a positive effect on competitive advantage. The higher the management perspective, the higher the competitive advantage, on the contrary, the lower the management perspective, the lower the competitive advantage.

Hypothesis 4: the effect of entrepreneurial orientation on business performance.

The results show that entrepreneurial orientation has a positive t-value of 3.312 and a significant 0.001 less than 0.05, so entrepreneurial orientation has a positive effect on business performance. The higher the entrepreneurial orientation, the higher the business performance, conversely the lower the entrepreneurial orientation, the lower the business performance.

Hypothesis 5: the effect of market orientation on business performance.

The results show that market orientation has a positive t-value of 4.663 and a significant 0.000 less than 0.05, so market orientation has a positive effect on business performance. The higher the market orientation, the higher the business performance, conversely the lower the market orientation, the lower the business performance.

Hypothesis 6: the effect of management perspective on business performance

Table and figures show that the management perspective has a positive t-count value of 6.052 and a significant 0.000, less than 0.05, so management's perspective has a positive effect on business performance. The higher the management perspective, the higher the business performance, conversely the lower the management perspective, the lower the business performance.

Hypothesis 7: the effect of competitive advantage on business performance

The results show that competitive advantage has a positive t-value of 2.776 and a significant 0.006 less than 0.05, so competitive advantage has a positive effect on business performance. The higher the competitive advantage, the higher the business performance, on the contrary, the lower the competitive advantage, the lower the business performance.

Mediation Effect

The test results of the working variable with the intervening variable in this study can be seen from the calculation of the model using the PLStechnique *bootstrapping Specific Indirect Effects*. From the results of the calculation of the *bootstrapping Specific Indirect Effects*, it is obtained that the statistical T value of each relationship or path is obtained. Testing this hypothesis is also guided by the 0.05 and one-way (1-significance level *tailed*). The hypothesis can be accepted if the statistical T value is greater than 1.96 (Ghozali, 2008). The results of calculations for additional hypothesis testing in this study will be described in Table 2. Following:

Table 2. Mediation Effect

No	Relationship between Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STD-EV)	P Values
1	Entrepreneurial Orientation -> Competitive Advantage -> Business Performance	0.096	0.101	0.048	1.990	0.047
2	Market Orientation -> Competitive Advantage -> Business Performance	0.085	0.083	0.043	1.984	0.048
3	Management Perspective -> Competitive Advantage -> Business Performance	0.068	0.070	0.031	2.198	0.028

Mediation Effect 1: the effect of entrepreneurial orientation on business performance through competitive advantage

The results show that the orientation of entrepreneurship has a positive t-value of 1.990 and a significant 0.047 less than 0.05, so entrepreneurial orientation has a positive effect on business performance through competitive advantage. Thus, competitive advantage mediates the relationship between entrepreneurial orientation and business performance.

Mediation Effect 2: the effect of market orientation on business performance through competitive advantage.

The results show that market orientation has a positive t-count value of 1.984 and a significant 0.048 less than 0.05, so market orientation has a positive effect on business performance through competitive advantage. Thus, competitive advantage mediates the relationship between market orientation and business performance.

Mediation Effect 3: the effect of management perspective on business performance through competitive advantage.

The results show that the management perspective has a positive t-count value of 2.198 and a significant 0.028 less than 0.05, so the management perspective has a positive effect on business performance through competitive advantage. Thus, competitive advantage mediates the relationship between management perspective and business performance.

4.2. The Effect of Entrepreneurial Orientation on Excellence on Sustainable Competitive Advantage

The results research prove that entrepreneurial orientation has a positive effect on competitive advantage ($p = 0.000$). The higher the entrepreneurial orientation of the respondents, the higher the competitive advantage. The lower the entrepreneurial orientation of the respondent, the lower the competitive advantage. Based on the results of the answers it was found that a high entrepreneurial orientation proved to have an impact on increasing the creation of a competitive advantage owned by the respondents. Respondents who can always realize and try new ways that are different from the strategies that have been running previously have an impact on how easy it is for someone to create a sustainable competitive advantage, as shown in this study that respondents are able to develop property products with designs/architectures that are difficult to implement imitated. Property products owned by respondents are able to compete with the added value (advantage) they have.

4.3. The Effect of Market Orientation on Competitive Advantage Sustainable

The research results prove that market orientation has a positive effect on advantage competitive ($p = 0.000$). The higher the market orientation of the respondents, the higher the competitive advantage. The lower the market orientation of the respondent, the lower the competitive advantage. So market orientation plays an important role in increasing sustainable competitive advantage. The results of the study found that respondents were proven to be able to create property projects that focused on the needs desired by customers, so as to facilitate the creation of competitive advantages, such as respondents succeeded in developing property products with designs / architectures that are difficult to imitate. Respondents are able to create property products that can compete with the added value (advantage) they have. Market orientation owned by respondents can facilitate the marketing of property products, because with market orientation, respondents focus on finding ways that can be reached by the media so that products are more easily controlled by consumers.

4.4. The Effect of the Project Management Perspective on Sustainable Competitive Advantage

The results of the study prove that the project management perspective has a positive effect on competitive advantage ($p = 0.000$). The higher the project management perspective the respondent has, the higher the competitive advantage. The lower the project management perspective owned by the respondent, the lower the competitive advantage. The project management perspective in this study was found to be high, which means that all development activities have started from a careful planning process, by providing an evaluation every time the unit construction is completed. Employees are proven to be able to identify development activities that must be carried out, both in parallel and simultaneously. In the implementation of construction and development, employees are more focused on keeping costs to a minimum without reducing building quality standards. In the development process, the quality of the building becomes the main reference for employees, by utilizing and maximizing all available resources. So this research is able to prove that the project management perspective plays an important role in one's efforts to create a sustainable competitive advantage. The results of this study support the research conducted

4.5. The Effect of Entrepreneurial Orientation on Business Performance in Property Companies

The results of the study prove that entrepreneurial orientation has a positive effect on business performance ($p = 0.000$). The higher the entrepreneurial orientation of the respondent, the higher the business performance. The lower the entrepreneurial orientation of the respondents, the lower their business performance. It has been found in this study that someone who has an entrepreneurial business orientation will have better business performance. The entrepreneurial orientation is respondent's reflected in the statement that respondents, as property owners, actively seek new opportunities that arise in the midst of dynamic situations, by developing projects that already exist or are running now. Respondents are also brave in taking risks to take advantage of the resources they currently have. Respondents always show an aggressive response to the actions of competitors in an effort to penetrate the market to improve/maintain our position in the market. Respondents are able to take the initiative in exploiting and exploring opportunities in advancing previous business concepts. The influence of entrepreneurial orientation on competitive advantage considering that entrepreneurship is a dynamic process of elaborating a vision, changing and creating new ideas and creative solutions (Kuratko, 2009). Another factor is because in the entrepreneurial orientation there is the courage to take risks to explore the unknown, borrow large amounts, and properly allocate potentially significant resources to businesses in an uncertain environment.

4.6. The Effect of Market Orientation on Business Performance in Property Companies

The results of the study prove that market orientation has a positive effect on business performance ($p = 0.000$). The higher the entrepreneurial orientation of the respondents, the higher the competitive advantage. The lower the entrepreneurial orientation of the respondent, the lower the competitive advantage. The results of the mediation analysis of sustainable competitive advantage on the relationship between market orientation and business performance are also significant. This proves that market orientation can have a direct and indirect effect on business performance through competitive advantage. Market orientation increasingly affects the company's performance if the management has an entrepreneurial orientation. The summary carried out by uniting the entrepreneurial orientation variable with product innovation has a stronger influence on competitive advantage. Kohli & Jaworski in 1990 used the vocabulary of market orientation as an application of marketing concepts in business activities.

4.7. The Effect of Project Management Perspective on Business Performance in Property Companies

The results of the study found evidence that the project management perspective had a positive effect on business performance ($p = 0.000$). The higher the management perspective owned by the respondent, the higher the respondent's business performance. The lower the project management perspective of the respondent, the lower the business performance. The high project management perspective in this study is reflected in the results of this study that it is known that respondents start all development activities by carrying out a mature plan, namely evaluating project results at each completion of unit construction. According to management science, evaluation of project results will be beneficial for employees, because it will help make employees aware of their potential to further improve their abilities. For companies, evaluation of project results will help provide a better picture and plan for the company in the future and the impact on business performance will increase. The increase in business performance in the study was found from evidence in the field that property companies owned by employees were able to survive in the long term, while still developing market segmentation that had previously been running. All property products have a profitability guarantee (have a profit). The project management orientation has an impact on the consequences of the complexity of measures, measuring tools and measurement processes on project performance which will have an influence on company performance. The success of project management that can involve cross-functional team members is, of course, based on quantitative measures that refer to the project budget, but has begun to apply behavioral measures such as psychosocial, understanding of a goal, compliance with regulations, accessibility.

4.8. The Effect of Competitive Advantage on Business Performance in Property Companies

The results showed that competitive advantage proved to have a positive and significant effect on business performance ($p = 0.000$). The higher the competitive advantage owned by the respondent, the higher the respondent's business performance.

All of our Property Products must have unique and rare characteristics. All of our Property Products are developed with a design / architecture that is difficult to imitate. All of our Property Products must be able to compete with the added value (advantage) they have. Marketing of our Property Products must use media that are easily accessible to consumers.

4.9. The Mediating Effect of Competitive Advantage on Entrepreneurial Orientation, Market Orientation and Project Management Perspective on the Business Performance of Property Companies

The results showed that the mediating effect of competitive advantage proved to have a positive and significant effect on entrepreneurial orientation on business performance ($p = 0.047$), the mediating effect of competitive advantage proved to be influential positive and significant market orientation on business performance ($p = 0.048$) and the mediating effect of competitive advantage proved to have a positive and significant effect on the project management perspective on business performance ($p = 0.028$). The higher the competitive advantage that is owned due to the good impact of the entrepreneurial orientation, market orientation and project management perspective on the respondents, the higher the business performance of the respondents. The results of this study explain that in property companies, having an entrepreneurial orientation, such as the realization and experimentation of new ways in implementing the property business, seeking opportunities and developing existing property products, companies dare to take risks in utilizing existing resources, there is a response. aggressive towards competitors and has this initiative in seeing the opportunities

that exist. Then on market orientation, such as property products that meet consumer needs, have a variety of products, product development that focuses on opportunities and technology needed by customers and attractive promotions. Meanwhile, from a project management perspective, such as property management, which always evaluates performance from the beginning to the end of the project, identifies project activities in parallel and implements housing project development effectively and efficiently without compromising the quality of the building. Where all these points basically increase the competitive advantage of property companies. This is in line with the increasing business performance of a property company.

V. Conclusion

Based on the results of the study and on the basis of hypothesis testing, overall the writing of this thesis can be concluded as follows:

1. Hypothesis 1 is accepted, where entrepreneurial orientation has a positive effect on competitive advantage in the business property in Pati Regency.
2. Hypothesis 2 is accepted, where market orientation has a positive effect on competitive advantage in the business property in Pati Regency.
3. Hypothesis 3 is accepted, where the project management perspective has a positive effect on competitive advantage in the business property in Pati Regency.
4. Hypothesis 4 is accepted, where entrepreneurial orientation has a positive effect on business performance in the business property in Pati Regency.
5. Hypothesis 5 is accepted, where market orientation has a positive effect on business performance in the business property in Pati Regency.
6. Hypothesis 6 is accepted, where the project management perspective has a positive effect on business performance in the business property in Pati Regency.
7. Hypothesis 7 is accepted, where competitive advantage has a positive effect on business performance in the business property in Pati Regency.
8. Hypothesis 8 (Mediation Effect), where competitive advantage is able to mediate the relationship between entrepreneurial orientation, market orientation and project management perspective with business performance in the business property in Pati District

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