



## The Relationship Between Entrepreneurship Orientation, 4as, And Servmo To Hotel Performance Study of Hotel Performance in East Kalimantan, Indonesia

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**ABSTRACT:-** The aim of this research are to investigate the relationship between Entrepreneurship Orientation, 4AS, and SERVMO to Hotel Performance, Study of Hotel Performance In East Kalimantan, Indonesia. The population object of this study is the entire Manager at Star Hotel, located in East Kalimantan. The overall number of hotel star is as much as 49 hotels with certification that valid until 2014 at the Central Executive Board of the Association of Indonesian Hotels and Restaurants (BPP-IHRA) East Kalimantan. A total of 49 star Hotels (49 Manager) are noted as samples. In this study, people who are willing to be sampled is as much as 43 General Manager (43 Hotels Star). Then the number of samples in this study were selected by 43 the General Manager. The analysis showed that (1) the entrepreneurial orientation to a market orientation services (SERVMO) in East Kalimantan, the hospitality industry has the significant effect, (2) entrepreneurial orientation positive and significant impact on the 4As in the hospitality industry in the province of East Kalimantan, (3) 4As positive and significant impact on the performance of the hotel hospitality industry in East Kalimantan province, (4) the influence of entrepreneurial orientation lines on the performance of the hotel, which is mediated by the 4As obtained positive and significant coefficient, (5) the influence of entrepreneurial orientation lines on the performance of the hotel, which is mediated by the market orientation of service (SERVMO) coefficient values obtained are significant. The findings of this study prove the role of the framework of the 4As in the development of the concept of Tourism Marketing Responsible (Responsibility Tourism Marketing) toward superior performance in the tourism industry, especially industry hospitality in East Kalimantan. Research on 4As this study broaden the scope of customer value assessment framework to encourage market orientation strategy of the company. The results of this study indicate that entrepreneurial orientation SERVMO, and 4As to source capability in strengthening the role of human resources entrepreneur in the industry, the tourism, especially the hotel industry as a resource that is unique and is something that is valuable, cannot be imitated perfectly, born of civilization and cultural roots of East Kalimantan Province and has the values of business ethics towards superior performance.

**Keywords:-** Entrepreneurship Orientation, 4AS, SERVMO, Hotel Performance

### I. INTRODUCTION

Tourism industry in East Kalimantan should be appropriately prepared and managed in capturing every opportunity and develop it optimally. If it is viewed from the perspective of demand, the business opportunities must be supported by the company with good performance. Glancey (1998), defines the performance is referring to the level of achievement or performance of the company within a specific time period. The performance of a company is crucial in the development of the company. The company's goal is basically to maximize the value of the company which is reflected in the various measures of performance in the organization. Performance can be seen on the company's profitability and development (growth) rate of sales. While Sainaghi, (2010) through the meta-analysis is based on an international journal published in the period of last 20 years related to hospitality management, tourism and services management and use of the hotel industry as an empirical basis successful grouping the five factors most commonly used to predict the performance of hotels, those are strategy ; marketing; organization; production; and IT.

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Internally, the company's marketing problems (e.g. service quality standards, the demand for products or services, the lack of variety of products, the implementation of promotional activities and price competition). Shieth, (2003), explains that the marketing process at least should be able to focus on the "4As", which are (Accessibility, Affordability, acceptability, and Awareness) the event that finally makes marketing activities directed and finally causes the consumers to be more success with the tools that are available for promotions. In other words 4A is intended for the purpose of comparison with 4P focusing on the "implications". While Nezakati, et al (2011), describes the "4As" is more customer oriented as defined by the customer standpoint, this model summarizes by saying that the "4As" focuses on what has happened to the customer in the context of a marketing success. "4As" include: Awareness, Affordability, Acceptance and availability. Externally, the government's efforts to cultivate tourism marketing, especially in the province of East Kalimantan, although from year to year continues to reform, but have not been fully favorable, the lack of information relating to science and technology, aspects of capital, quality of service and limited access to markets and information and causing the tourism marketing process is competitive both national and international market do not have the ability to compete yet.

This phenomenon proves that the growth of the tourism industry in East Kalimantan has a fairly low figure, the cause of some of the constraints that faced by the tourism sector industry, allegedly because of weak entrepreneurial character role of stakeholders in managing tourism marketing. This is consistent with the statement of Scarborough & Zimmerer, (2008), that increasingly complex due to the low performance of the industry which are generally more predominant due to the use of traditional technology, lack of capital and lack of managerial aspects of the weaknesses in management, weaknesses in decision making, poor the quality of human resources, business scale, and the lack of experience and lack of supervision that have an impact on unsuccessful entrepreneurship activities, while entrepreneurship is the result of discipline and the systematic application of creativity and innovation in meeting the needs and market opportunities. One of the main goals of the business owner is to achieve superior performance. Various studies have previously shown strategy formulation and implementation is a key factor in achieving this goal (Chathoth and Olsen, 2007). Many hoteliers develop competitive strategy which is aimed at securing a strong market position and achieve profitability. In line with the approach of Barney (1991), competitive strategy as typically defined by assessing internal resources (i.e tangible and intangible assets and the ability of the organization).

The aim of this research are to investigate the relationship between Entrepreneurship Orientation, 4AS, and SERVMO to Hotel Performance, Study of Hotel Performance In East Kalimantan, Indonesia.

## **II. LITERATURE REVIEW**

Strategic management is related with the relationship between the key variables- environment, organizational structure, culture, life cycle stages, strategy and performance. Higher performance as a result of alignment with internal and external context is one of the expected outcomes of an effective strategy. When a company develops a match between core competencies and opportunities in the external environment, it is aligned properly to the environment. Strategic management calls for companies to establish and exploit competitive advantages in the context of a particular environment. Tse and Elwood (1990) showed that the company's strategy, management style and characteristics of the organization's leaders to change with the transition through the life cycle. As companies grow larger, their ability to be flexible and innovative can be hindered because of the size and success. Many large companies also might have lost the entrepreneurial spirit (Echols and Neck, 1998, in Jogaratnam, Yick, Tse, 2006).

### **2.1. Company performance**

The current situation in the hospitality industry is characterized by increasing competition and consequently demanding operational decision-making processes are effectively informed enough performance. As a result, all of the different services play an important role in the organization of the hotel should be analyzed and their performance is measured. This applies to future services such as direct customer relationship management, and services such as facilities management rear, which took place without any direct interaction with the customer but have the same level of importance (Gomez et al., 2008). In any case, there is an increasing need for performance measurement and management tools that facilitate the development of organizational strategy and assessing the success of organizational goals (Cruz, 2007, in Zigan and Zeglat, 2010: 598-599). Based on the measurement of the performance of the hotel industry litelatur earlier, this study adapted the five indicators of measurement includes the company's profitability; occupancy rates and customer growth, assessment of customer satisfaction and customer retention.

## **2.2. Entrepreneurial Orientation / EO**

In the academic world, the extent of entrepreneurial companies are often referred to as "entrepreneurial orientation" (EO). The most widely used definition of EO based definition of Miller (1983), further developed by Covin and Slevin (1989), and many others, and coupled with Lumpkin and Dess (2011). This conceptualization has been used in more than 200 studies focusing not only on entrepreneurship, but starting from the management and marketing.

Entrepreneur or entrepreneurship is a social process depends on the context in which individuals and teams create wealth by bringing together a unique package of resources to take advantage of market opportunities. Entrepreneurship relates to the identification of opportunities and creates a set of resources which can be utilized different opportunities (March & Simon, 1968).

## **2.3. Market Orientation / MO**

This is a measure of the behavior and activities that reflect the implementation of the marketing concept. Ironically, despite the marketing concept has been developed in the decade of the 1950s, only in the decade of the 1990s empirical studies are under way to examine the impact of the marketing concept to strategy and business success. Pioneer primarily Kohli and Jaworski (1990, 1993) in their article "market orientation: the construct, research propositions, and managerial implications" and "market orientation: antecedents and consequences", as well as Narver and Slater (1990) in the article "The effects of market orientation on business profitability "As mentioned by Martin Consuegra and Esteban (2007), market orientation involves the implementation of the marketing concept. This concept facilitates the company's ability to anticipate, react to and take advantage of changes in the environment, resulting in superior outcomes (Shohamet al., 2005).

## **2.4. Service-driven Market Orientation (SERVMO)**

According to Voon (2006), Organization of services is creating value for customers through a variety of performances each market and / or activities. However, the behavior of these services and activities should be market oriented. The marketing concept and market orientation of contemporary theories and measures play an important role in improving the quality of service and management can be put into developing construction market orientation of the pro-services, and embedded with the required service behavior and culture. SERVMO is a form of beliefs, behaviors, and cross-functional processes on a serious focusing continuously and comprehensively understand, disseminate, and meet the needs of current and future target customers, to service excellence.

## **2.5. 4As Marketing Mix.**

Tourism business is a business man, culture and hospitality, requires human resources and skills poses proper job. According to Hasan, (2015), explains that marketing is a business strategy, especially in terms of: (1) Designing and providing product offerings to fulfill the needs and desires of customers, (2) Directing the focus of consumers to buy products, (3) Allocation of resources in achieving business purposes, (4) Avoiding vanity-sian time and money in developing and producing a product.

## **2.6. Research Hypothesis:**

- (1) Orientation Entrepreneurship significant effect on SERVMO,
- (2) Orientation Entrepreneurship significant effect on the 4As,
- (3) Orientation Entrepreneurship significant effect on performance,
- (4) SERVMO significant effect on performance, (5) 4As significant effect on performance,
- (5) Orientation Entrepreneurship significant effect on performance through the 4As,
- (6) Orientation Entrepreneurship Through a significant effect on a SERVMO performance.

## **III. RESEARCH METHODS**

The population object of this study is the entire Manager at Star Hotel, located in East Kalimantan. The overall number of hotel star is as much as 49 hotels with certification that valid until 2014 at the Central Executive Board of the Association of Indonesian Hotels and Restaurants (BPP-IHRA) East Kalimantan. A total of 49 star Hotels (49 Manager) are noted as samples. In this study, people who are willing to be sampled is as much as 43 General Manager (43 Hotels Star). Then the number of samples in this study were selected by 43 the General Manager.

Variables Measurement are as follows: (1) measurement of entrepreneurial orientation refers to the study of Lumpkin and Dess (1996); EO measurements using five dimensions that are generally used by Tajjedini (2010); Lumpkin, et al (2010); Boso, Story and Cadogan (2013); Anderson, Eshima (2013) is based on the measurement model Covin and Slevin (1989) include innovativeness, proactiveness, risk taking, competitive aggressiveness and autonomy. (2) Measurement of adapting research SERVMO Voon (2006) with six measurement dimensions include customer orientation, competitor orientation, interfunctional orientation,

performance orientation, long-term orientation, and employed orientation. (3) 4As measured based on four dimensions include accessibility, affordability, acceptability and awareness (Sheth, 2003; Anderson, et.al 2007; Nezakati, 2011) (4) hotel industry performance is measured based on five indicators of measurement includes the company's profitability; occupancy rates, customer growth, customer satisfaction assessment and customer retention. The analysis technique used is Structural Equation Modeling (SEM) with the help of the program SmartPLS. This is done because the model in this study is a model of causality (relationship / influence causal), then to test the hypothesis used test equipment Structural Equation Model (Structural Equation Model - SEM).

#### IV. RESEARCH RESULT

All instruments used in this study met the criteria or eligible to be used in the overall measurement of latent variables which are: entrepreneurial orientation, SERVMO, 4As and Performance Hotel that has good validity and reliability or high reliability. Results of the evaluation of convergent validity and discriminant validity of the indicators or variables as well as the composite reliability and Cronbach alpha for the indicator or variable, it can be concluded that the indicators as a measure of latent variables, each of which is a valid and reliable measure.

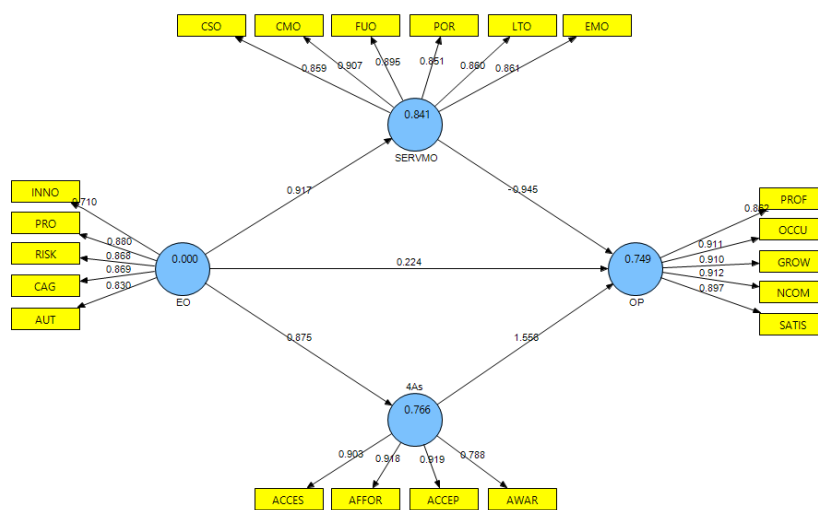


Figure 2. Path Diagram Structural Model PLS Algorithm

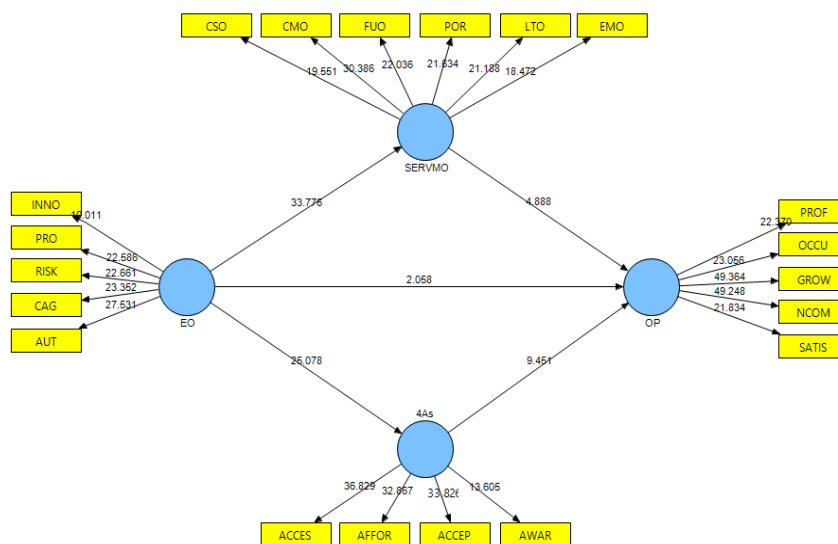


Figure 3. Structural Model PLS bootstrapping Tracks

Testing the hypothesis influence on SERVMO entrepreneurship orientation, entrepreneurial orientation of the 4As and entrepreneurial orientation of the performance can be seen in the test results between the study variables other than indicated by path coefficients and t-statistics, can also be seen in the diagram lines.

**Table 1: Coefficient Line and Direct Impact Hypothesis Testing**

Variable		Coefficient Line	T Statistics > (1.960)	Explanation
Exogenous	Endogenous			
Entrepreneurial orientation	SERVMO	0.917	35.480	Significant
Entrepreneurial orientation	4As	0.875	24.946	Significant
Entrepreneurial orientation	Hotel performance	0.224	2.110	Significant
SERVMO	Hotel performance	(0.945)	4.755	Significant
4As	Hotel performance	1.556	9.102	Significant

Source: Data processed, PLS Output

Testing the hypothesis indirectly (mediation) on the effect of entrepreneurial orientation on performance through the 4As, and the influence of entrepreneurial orientation on performance through SERVMO can be seen in the table that has been presented. This testing is done through Sobel test.

## V. DISCUSSION

### 5.1. Orientation influence on SERVMO Entrepreneurship;

The analysis showed that the path coefficient influence entrepreneurial orientation to a market orientation services (SERVMO) in East Kalimantan, the hospitality industry has the significant effect. The findings showed that the implementation of entrepreneurial orientation is good then the market orientation of service (SERVMO) the better. The results of the theoretical study of empirical studies of the results of this study proved that the two strategic orientations that entrepreneurial orientation and market orientation services have the same contribution in improving the business performance of the hospitality industry. Hence it is needed for the perpetrators of the hospitality industry in East Kalimantan to implement the integration of good entrepreneurial orientation. The results of this study, if being examined from the empirical fact that the integration of the services market orientation; is perceived quite well by the perpetrators of the hospitality industry in East Kalimantan. This may indicate that the market orientation of service (SERVMO) is reflected by; customer orientation, competitor orientation, orientations functional, performance orientation, long-term orientation and the orientation of the employees has been implemented well, but needs to be improved by the perpetrators of the hospitality industry.

These findings are in contrast to the studies from Sinkula and Baker (2009) who states that the entrepreneurial orientation and market orientation are the two concepts are related, but different effects on performance. Entrepreneurial orientation reflects the extent to which the target company's growth triggered by identification and exploitation of untapped market opportunities. Instead of market orientation reflects the impact of the company's strategic market planning resulting from the implementation of customer and competitor intelligence. Companies must continue to encourage employee innovation / business units to act in problem solving, finding creative solutions, and develop new products and services through the support of new ideas and experiments. Innovation can be successful if companies implement the three unities of methods to develop or adopt new products, new services, or new processes. The hospitality industry in East Kalimantan should be able to fix to improve internal processes. For example, in response to increasingly advanced IT use it is necessary to ease service through information technology (IT) to access the services of hospitality, ease of payment, and held a variety of new service programs that may be characteristic of each hotel.

### 5.2. Entrepreneurship Orientation influence on the 4As.

These results indicate that entrepreneurial orientation positive and significant impact on the 4As in the hospitality industry in the province of East Kalimantan. The study's findings are supported by the empirical fact that the implementation of good entrepreneurial orientation, the presence of the 4As, the better. While 4As based on the perception of respondents considered most important and priority is the availability (accestability) and affordability in hospitality industry. Hasan, (2015), customer satisfaction in tourism is strongly influenced by the manner and level of service (hospitality), which was delivered in physical appearance and personality business. Thus, marketing becomes how to reach the tourist potential market that carried out effectively; (1) Adopt a strong customer orientation, includes research on a regular basis, (2) allocate sufficient resources, (3) To develop a marketing plan and update it regularly.

These results reinforce the theory of Kotler and Keller, (2009), generally defined marketing management is the art and science of choosing target markets and getting, take into sustaining, and growing customers through the creation, delivery and communication of superior value to customers. This definition is broad and general definition of marketing is mainly due to Kotler (1969) who believes that the general

principles will apply to the marketing of products, services, people, and places (a tourist destination). Martin, (1989); Morrison, (2010), there are some areas where the planning and management of tourism marketing needs to get a feel and a special emphasis, as follows (1) Human resources and quality control, (2) demand that fluctuates while offers are stiff (rigid). (3) Impact on society and the environment. (4) The involvement of institutions/non-business organizations. (5) Planning Coordination.

The review of theoretical and empirical studies proves that the implementation of entrepreneurial orientation will be better when supported by the presence of the 4As in business development, strategic steps that must be done according to the perception of actors hospitality industry is to integrate creative, innovative, and action and the role of the 4As in the enterprise, mobilizing resources power (employees, customers, capital, method) with the right to increase the competitiveness of enterprises. This research shows that the need for innovation, proactive, risk-taking, competitive aggressiveness and autonomy which is owned by the hospitality industry in the variable reflects the entrepreneurial orientation.

Entrepreneurship Orientation influence on the Performance Hotel. Results of the analysis of entrepreneurial orientation variables on the performance of the hotel showed a positive and significant impact. Thus the results of this study can prove empirically that the higher the entrepreneurial orientation will improve the performance of the hotel. These results indicate that entrepreneurship orientation was able to explain variations in changes in the performance of the Hospitality Industry in East Kalimantan.

The results of this study reinforce and consistent with previous research was conducted by some researchers, those are Miller (1983), Wiklund (1999), Lee & Tsang, (2001), Vitale & Miles (2002), Lim (2002), the Holy (2008) , Etcbarne, et al, (2010), Riana (2010) who found a significant positive influence of entrepreneurial orientation on performance. Fairoz & Hirobumi (2010), that the orientation owned entrepreneurial important factor is the attention to business growth. (Knight, 1997), EO has relevance to improve the company's performance is widely accepted (Rauch et al., 2009; Chest and Watson, 2013). Companies with display EO behavior stimulated by looking for high return (Zahra and Covin, 1995; Li et al, 2008); In order to promote and maintain the company's competitive strength (Knight, 1997; Covin and Miles, 1999, Dada and Watson, 2013). This means that implementation of good entrepreneurial orientation can enhance business growth and provide opportunities to increase organizational performance. The study's findings differ from the study Steward, Carland, Watson and Sweo (2003), Chadwick et al. (2004), Sangen (2005), Hughes and Morgan (2007), Herman, et al, (2010), showed a negative influence on the performance of entrepreneurial orientation. Furthermore, Chadwick et al. (2004) demonstrated entrepreneurial orientation does not significantly influence the company's business performance bank with samples of 535 employees, Walter et al. (2006) found no direct relationship between EO and sales growth, sales per employee, or achievement gains, while Tang et al. (2008) found a nonlinear relationship between EO and performance (Chest and Watson, 2013: 794). Although some recent literature like Zhang and Zhang (2012); Todorovic and Ma (2008); Jogaratnam and Tse (2006); Chest and Watson, (2013); and Henri Hakala, (2013) found that the effects of entrepreneurial orientation on profitability but there are still differences in research Walter (2006) and Tang (2008) showed that the EO relationship with performance still needs to be reconfirmed.

Based on the actual condition of the respondents perceived the measurement and evaluation of performance variables hotel in the Hospitality Industry in East Kalimantan, it can be concluded that the contribution is the dominant customer retention and occupancy rates but its implementation has not been done properly. It is seen and empirical facts profitability and occupancy rates are considered the most priority or precedence in the achievement of corporate performance. The findings of this study indicate that the implementation of good entrepreneurial orientation can improve performance. This supports the theory Wiklund & Shepherd (2003) that the innovative capabilities, proactive, and risk-taking are both in the process of integration of entrepreneurial orientation can improve business performance.

SERVMO influence on the Hotel's Performance; Results which are obtained by analysis of the market orientation of service (SERVMO) a significant negative effect on the performance of hotels in the hospitality industry in East Kalimantan. It is supported by the empirical fact that the better orientation, the services market is expected to further increase performance. These findings reflect that the implementation is generic (thoroughly) maximally not been able to improve the performance of the hospitality industry in the province of East Kalimantan. The main priority of service that reflected market orientation with customer orientation, competitor orientation, the orientation of the employees will be able to improve the competitiveness and performance of the hospitality industry in East Kalimantan and will be able to face a volatile market (turbulence).

Other studies such as Ramayah, Samat, and Lo, (2011); Voon, (2006) also supports this finding. Voon (in 2006) of the Malaysia test and validate the instrument orientation services market (SERVMO). Ramayah, Samat and Lo (2011) found that market orientation has a significant impact on organizational performance and quality of service. Also, the quality of services has a significant effect on the performance of the organization. This study found that the quality of service partially mediates the relationship between market orientation and organizational performance. Riana, (2010), that the market knowledge, the dissemination of market information,

can improve their competitiveness and performance. Meaning: that the implementation of market orientation services reflected through customer orientation, competitor orientation, and effective employee orientation can improve performance. Glancey, (1998) suggested performance measurement is a level of achievement or performance of the company within a specific time period.

In relation to the performance, the effect of market orientation on organizational performance despite widely researched but still raises many doubts. Other researchers such research Kirca et al, (2005); Shoham, et.al (2005); Nerver and Slater (1990) believes that by adopting a market orientation, can lead to positive performance results. The concept has been established and empirically validated as a way to improve performance and can be a strong competitive advantage (Porter, 1980; Day, 1990). On the other hand, there are some studies that show that market orientation is not only a viable strategic orientation and other orientations can therefore contribute to improving the company's performance (Hult and Ketchen, 2001).

This study supports a wide range of results of previous studies, such as meta-analysis showed that the more market-oriented organizations tend to be more innovative, and have greater customer loyalty and better financial performance (Kirca et al, 2005). Another empirical study period as Camarero (2007) and Gounaris et al. (2003), suggests that market orientation is positively related to the quality of service consistent with the research findings Lam, et.al (2012). In other words, market orientation and significant positive effect on the quality of service. Market-oriented company has the ability to understand their target market better.

### **5.3 4As influence on the Hotel Performance.**

The analysis results obtained 4As positive and significant impact on the performance of the hotel hospitality industry in East Kalimantan province. It is supported by the empirical fact that the existence of the 4As the expected performance increase. This finding reflects that the implementation of the 4As reflected by the accessibility, affordability, acceptability and awareness can improve competitiveness and performance in the hospitality industry in the province of East Kalimantan to face a volatile market (turbulence).

Many experts see the "4As" as a means to meet the needs of Industry (Prahald, 2004; Kashyap and Raut, 2005; Anderson and Biliou (2007). The approach models were created by the 4As Jadhish Shethand N. Shah in 2003 (Nezakati et al., 2011), the research model "4As" (Availability, Affordability, acceptability, Awareness) adaptation of (Anderson & Billou 2007; Debelak, 2013), Nezakati, et.al; (2011). Sarah Bowyer, et.al, (2009), Kamonwan Petchot 2011, Irina Dinica, Damien Motteau, (2012). According to Nezakati, et.al, (2011), "4As" is more customers oriented as defined by the customer standpoint, in short this model by saying that the "4As" focuses on what has happened to the customer in the context of the success of marketing. "4As" include: Awareness, Affordability, acceptance and availability.

Research findings indicate that the acceptability and affordability are able to increase customer retention, and the occupancy rate of the hospitality industry in the province of East Kalimantan. It means implementation of the 4As internally influenced by the perception of the hospitality industry players in terms of implementing responsible tourism marketing strategy (marketing tourism responsibility). Acceptability: extent to which the amount of the company's product offerings to meet and exceed customer expectations. This has two dimensions: acceptance of functional and psychological acceptance. Affordability: the extent to which customers in the target markets are able and willing to pay the price of the product. This has two dimensions: economic affordability (ability to pay) and affordability psychological (willingness to pay). Accessibility: the extent to which customers can easily obtain and use the product. This has two dimensions: availability and convenience. Awareness: the extent to which customers were informed about the characteristics of the product, was persuaded to try it, and, if it happens to be reminded to repurchase it. According to Martin, (1989); Morrison, (2010) Tourism products contain elements of services and services (services) are great. The nature of services that are not shaped (intangibles) and quality of service that is hard standardized (variable) making factor and quality control services provider became largely determine the success of marketing of tourism products. The facts show the importance of the implementation of responsible tourism marketing strategy in the context of the 4As on the performance of the hospitality industry in East Kalimantan, which is indicated by the accessibility, affordability, acceptability and awareness as the carrying capacity of the hospitality industry performance improvement.

### **5.4. Orientation influence on the Performance through Entrepreneurship 4As.**

Based on the results of the analysis of the influence of entrepreneurial orientation lines on the performance of the hotel, which is mediated by the 4As obtained positive and significant coefficient. These findings imply that the entrepreneurial orientation can improve the performance of the hotel, and through the implementation of good 4As, the hotel's performance will increase. It means that the entrepreneurial orientation which is reflected by a proactive attitude, agresitas competitive and risk-taking entrepreneurs / employees / business unit will create 4As are reflected through acceptability, affordability and accestability so as to increase the performance of hotels in the hospitality industry in the province of East Kalimantan. The findings of this study could provide empirical evidence that the 4As an intervening variable and function mediate

entrepreneurial orientation on performance partially. Thus it is a reference in considering the importance of the 4As, and continuously innovate and proactive in improving performance.

These findings support previous research, Wong, (2012) an understanding of what makes or new products by exploring the impact directly and indirectly from the three-dimensional entrepreneurial orientation (EO) - innovation, risk taking and proactive on product excellence and the success of new products (New Product Success). The results showed that all three dimensions of EO and product advantages which are antecedent NPS. This study confirms that the three-dimensional relationship between EO and NPS mediated by the excellence of the products and the relationship between risk taking and products Advantages moderated by innovation and proactive. Zhang and Zhang (2012) in his research through a survey of small and medium enterprises (SMEs) in the north-east of China, it was found that the entrepreneurial orientation (EO) has a positive effect on business performance, and the ability of the network (NC) can significantly moderate the relationship between entrepreneurial orientation and business performance.

These findings also reinforce the theory of entrepreneur oriented (Zimmer and Scarborough (2005), that the entrepreneurial orientation encourages entrepreneurial conduct activities in process management such as planning effort. Orientation entrepreneurial and 4As together either intentionally or unintentionally through innovation and creative ideas which are embodied by businessmen or implemented to achieve performance goals. The management should be able to continue to encourage this autonomy in the form of an opportunity of employees to participate in the development of marketing programs; so as to create a climate of participatory and challenging process. Thus, employees are expected to be involved and participate in activities related to the company's marketing programs.

### **5.5. Orientation influence on the Performance through Entrepreneurship SERVMO;**

Based on the results of the analysis of the influence of entrepreneurial orientation lines on the performance of the hotel, which is mediated by the market orientation of service (SERVMO) coefficient values obtained are significant. These findings imply that the entrepreneurial orientation has not been able to maximally improve the performance of the hotel, through the implementation of market orientation services (SERVMO) overall good. It means that entrepreneurship orientation reflected with a proactive attitude, agresitas competitive and risk-taking businesses have not been able to optimally create 6 essential components in orientation services market in generic (overall), the competitor orientation, customer orientation, functional orientation, performance orientation, the orientation period the length and orientation of employees. But from a market orientation services (SERVMO) are reflected through competitor orientation, functional orientation and the orientation of employees can be a priority so as to improve the performance of hotels in the hospitality industry in the province of East Kalimantan.

The findings of this study support Kohli and Jaworski (1990) that a manager who has the courage to take risks and accept failure will tend to prefer to introduce new products to the pacification of market information to respond to changing consumer demand. Further research conducted Vitale et al., (2002) and Keh et al. (2006) states that the better implementation of market orientation and entrepreneurial orientation capabilities of the company, it will increase business performance. The results also confirm the findings Sinkula & Baker (2009) that the entrepreneurial orientation and market orientation are two concepts that are interconnected, but it gives a different effect on business performance. Entrepreneurial orientation reflects the extent to which the target company's growth triggered by identifikasi and exploitation of untapped market opportunities. Instead of market orientation reflects the impact of the company's strategic market planning resulting from the implementation of customer and competitor intelligence. Kenneth et.al, (2005), the results do not support the proposition that the impact of organizational structures on market orientation, but supports the proposition that market orientation has a positive impact on performance. The results of this study reinforce the findings Benito, et.al, (2009) provides empirical evidence relating to the relationship between entrepreneurship, market orientation and business performance in the socio-economic context of the European Union. Two groups of hypotheses investigate the relationship between entrepreneurship and market orientation and the combined effect of the dimensions of the performance. All questions approximated using survey data from 183 companies located in the region of Castilla y Leon, Spain. A strong relationship exists between entrepreneurship and market orientation. Although this orientation can be carried out separately, the company emphasizes entrepreneurial when they are market-oriented. Therefore, a strong relationship and complementarity between entrepreneurship and market orientation reduces the effort involved in adoption with the two orientations. Both orientations also showed a strong association with the performance, so have each contributed in particular. The results of the theoretical study of empirical studies of the results of this study proved that the two orientations strategic that entrepreneurial orientation and market orientation services have the same contribution in improving the performance of the hospitality industry. to implement the integration of good entrepreneurial orientation.



Based on the findings of this study, it can be concluded that the implementation of entrepreneurial orientation are well able to improve performance through the role of market orientation services (SERVMO). Thus for the perpetrators of the hospitality industry in East Kalimantan in an effort to improve performance, then the right strategy to support performance improvement is to increase the role of six important component of market orientation services (SERVMO) as a top priority by strengthening customer orientation, competitor orientation functional orientation, and employee orientation.

## **VI. CONCLUSION**

Based on the results of the data analysis and discussion, the study of theoretical and empirical then originality results of this study are as follows

- (1) The findings of this study prove the role of the framework of the 4As in the development of the concept of Tourism Marketing Responsible (Responsibility Tourism Marketing) toward superior performance in the tourism industry, especially industry hospitality in East Kalimantan. Research on 4As this study broaden the scope of customer value assessment framework to encourage market orientation strategy of the company.
- (2) The results of this study indicate that entrepreneurial orientation SERVMO, and 4As to source capability in strengthening the role of human resources entrepreneur in the industry, the tourism, especially the hotel industry as a resource that is unique and is something that is valuable, cannot be imitated perfectly, born of civilization and cultural roots of East Kalimantan Province and has the values of business ethics towards superior performance.

### **Implications Research**

- (1) The results of this study prove that courage in taking risks, is important in reflecting the entrepreneurial orientation. Attitude courage to take risks in the show by businesses that do change with new ideas, as well as exploit the innovative behavior in gaining competitive advantage. Proactive showed most have high initiative in introducing products, services, improved quality of service, anticipating changes in the business environment, monitoring the business environment in order to face the competition.
- (2) The entrepreneurial spirit lies in the corporate culture, the development and maintenance of an entrepreneurial culture as in enhancing the ability of the company and develop innovative solutions that will improve the company's performance, because of the presence in the body entrepreneurial companies can provide value-added and high competitiveness. Characteristics important in creating entrepreneurship must-have for the hospitality industry in the province of East Kalimantan is; 1) be able to practice the principles of management entrepreneur and can foster a climate of innovation, 2) Bureaucracy is not too tight and vertical, 3) encouraging entrepreneurial enterprise and innovation among employees. In this case the Manager / businesses must be aware of the importance of entrepreneurship in creating the company's success through autonomy, reward, reinforcement, availability of management time and encouragement.
- (3) The results of this study prove that the implementation of market orientation services (SERVMO) 6 important components are formed by companies, the top priority is customer orientation, competitor orientation, and functional orientation that will either make the hospitality industry in East Kalimantan Province is able to maintain a competitive advantage , On the other hand the company can recognize changes in the market, consumers, competitors, partners, regulatory, community and business development in the world of information technology and can gather information from consumers related to changes in market tastes and the company's ability to develop new knowledge in order to improve the performance of the hospitality industry.
- (4) The results of this study prove that the implementation of the 4As formed by acceptability, affordability, accessability and awareness with priority acceptability and affordability, will be able to maintain good relations with customers, governments, communities and other relevant agencies on an ongoing basis that can increase competitiveness and improve the performance of the hospitality industry in the province of East Kalimantan. (5) Global Implications of these findings provide a conceptual understanding of the integration of a structural relationship and the importance of entrepreneurial orientation, 4As and market orientation of service in improving performance. In an effort to increase the performance required by integration with the concept of entrepreneurial orientation, 4As, and market orientation of service on an ongoing basis.

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