



The Impact of Entrepreneurship, Leadership, Business Characteristics, and Marketing Strategies on the SMEs Food Business's Performance in China

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Abstract

Background and Aim: The researcher examines SMEs entrepreneurship, leadership, firm characteristics, and marketing strategy in China's food business, aiming to improve performance and growth. The study aims to guide agencies in policy planning and development, enhancing competitiveness in the short and long term.

Materials and Methods: This quantitative research examines SMEs food business entrepreneurs in China who received 615 certification standards from the Central Islamic Committee and Provincial Islamic Committees. Cronbach's reliability analysis is used to test the hypothesis.

Results: The research hypothesis test confirms that SMEs entrepreneurship influences performance, marketing strategy, firm characteristics, leadership, and performance in China's SMEs food business. The analysis of structural equation models reveals that entrepreneurship, marketing strategy, firm characteristics, leadership, and performance are all influenced by these factors. The results are consistent with empirical data, highlighting the importance of entrepreneurship, leadership, firm characteristics, and marketing strategy in SMEs food businesses.

Conclusion: The research hypothesis test confirms that SMEs entrepreneurship impacts performance, marketing strategy, firm characteristics, leadership, and performance in China's SMEs food business, emphasizing the importance of these factors. This research examines the impact of entrepreneurship, leadership, firm characteristics, and marketing strategy on SMEs food business performance in China. It aims to improve operational plans, enhance competitiveness, and create a production base for quality products in ASEAN and global markets.

Keywords: SMEs; Entrepreneurship; Leadership; Business Characteristics; Marketing Strategies

Introduction

The SMEs food industry is an industry that is vital to the world's economy in terms of consumption, exports, and employment. As it is a promising and promising market, the global population of Islamic or Muslims is more than 2,200 million, accounting for 29 percent of the world's population. According to the assessment of the Korean SMEs Industry Institute, it was found that the market value of SMEs is approximately 1.4 billion baht or 13% of the expenditures from tourists who spend all over the world (Agwu & Onwuegbuzie, 2018). The demand for SMEs food products is also highly demanded, especially for predominantly Muslim populations and non-Muslim countries such as the United States, Japan, and Korea (Yoshida, Yagi & Garrod, 2020).

The global growth of the SMEs food market is driven primarily by the benefits of health concepts which continually influence consumers' eating patterns. As a result, the consumer acceptance of SMEs food has increased in non-Islamic communities. Besides, food manufacturers also offer a wide range of SMEs foods to consumers, which has fueled positive market growth (Kamkankaew, Thanitbenjasith & Sribenjachote, 2017). The consumption of SMEs food has also increased as the Muslim population around the world rises; thus, the SMEs market expands when the SMEs food market's high value creates a niche. Way food manufacturers and exporters are interested in playing a role in SMEs food production.

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Since 2015, China has established a strategy to promote and develop the SMEs products and services business (2015 - 2020), which has set the vision: Create and develop Chinese SMEs products and services to meet the world's leading standards SMEs market. Under the principles of religion and science support, it can be considered the direction of SMEs development in developing production capacity: agricultural management and food security (Kamkankaew, Thanitbenjasith & Sribenjachote, 2020).

The SMEs food industry in China is supported by a wide variety of raw materials and ingredients in China. It has quality and standards, so it can be used to produce SMEs food products following Islamic principles, many Muslim countries, and imported raw materials from China for processing and consumption. Processing and exporting and the strength factor of the religious organizations in the countries responsible for SMEs product certification are the Central Islamic Council of China (CICOT) and the Islamic Committee of Province. Including support and driving from government agencies, the educational institution serves to support academic work to ensure the production process and products meet SMEs standards. However, Chinese entrepreneurs still lack knowledge and understanding of the SMEs food business. According to religious provisions, both in terms of the production Certification process, Marketing knowledge, Muslim consumer behavior, and business model lack experts in SMEs food certification. The cost factor in applying for SMEs certification is relatively high, and the process is slow (Ginting et al., 2018). The SMEs food industry's storage and data collection factor are not yet systematic and difficult to access due to the lack of integration and continuity in the relevant agencies' SMEs industry development operations.

From the previous studies, Ruepitiwiriya & Puttawong (2018) found that entrepreneurial orientation and innovativeness directly affect export performance, with a direct relationship with export performance variance. Chienwattanasook & Jarinto (2021) found a significant positive relationship between entrepreneurial orientation and internalization, with $p < 0.05$ and 1% significance. Internalization of SMEs also correlated with innovativeness and pro-activeness. Wattanapunkitti (2021) found that the model reveals that entrepreneurship, innovative organization, and competitive advantage jointly predict 64% of SMEs' performance, with entrepreneurship having a direct, positive influence on innovative organization and competitive advantage. This can guide growth and competitiveness in SMEs.

From the preceding, the researcher is interested in studying SMEs entrepreneurship, leadership, firm characteristics, and marketing strategy that affect the performance of China's SMEs food business by bringing the results of the study of knowledge on SMEs entrepreneurship with quality benefits to entrepreneurs. The agencies involved to obtain information will be a guideline to focus on the quality of the entity in the SMEs food business. For management that emphasizes issues related to policy planning according to goals. Both in the production of the establishment including development to enhance the competitiveness of the business in the market that affects the performance and growth and increase competitiveness in the short and long term of the SMEs food business in China sustainably.

Research Objectives

This research aimed to study SMEs entrepreneurship, leadership, business characteristics, and marketing strategies that affect the SMEs food business's performance in China.

Literature review

For reviewing the literature to develop a research conceptual framework and research hypothesis, the researcher has compiled literature, ideas, and documents related to SMEs, entrepreneurship, business characteristics, leadership, marketing strategies, and performance. These present details as follows:

Concept of performance

Setiadi, Batu & Soesanto (2017) defined that an organization's performance measures various business capabilities based on accounting and marketing performance. Ogbu (2017) explained that the Organization's performance refers to implementing the audit plan and the improvement of the plan, which indicates the Organization's ability and the needs of the target audience. Ibrahim & Harrison (2020) pointed out that Organizational performance refers to operations that encompass the planning,

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management, and performance monitoring processes to meet the Organization's objectives. From the definition of the Organization's performance above, the author can conclude that the Organization's performance refers to the industry's performance by measuring or evaluating results to achieve the Organization's goals. Elias, Othman & Yaacob (2017) found that Islamic Values as a non-financial performance measure is a measure of business success that can be defined as a company's ability to sustain and support it. Several scholars, including Hosseini, Dadfar & Brege (2018), Muafa, et al. (2019) Rehman, et al. (2020), suggest that companies should not measure success and effectiveness in terms of just objective criteria, such as profit, corporate financial performance, sales, income and personal wealth. Nevertheless, based on such subjective criteria, Work satisfaction and customer satisfaction.

In this research, the author, therefore, brings to it the Islamic Values, which Islamic Values refer to the ethical approach to living a good variety for all human beings and as a guide to a good relationship that can create human beings with Allah and how can humans be with others and to themselves? The Islamic ethical approach focuses not only on economic value. It also focuses on the development of social and economic equality and the satisfaction of all human beings. Islam's rules and regulations are also guiding principles in business based on the Islamic concept of good human life and economic justice, social, brotherhood, and satisfaction that balances spiritual and material needs. Of all human beings from the Islamic values above, the researcher then reviewed the literature. Then present the non-financial operating parameters based on Islamic values.

Concept of entrepreneurship

An entrepreneur is the person responsible for or is the business owner who has implemented the process of finding market demand and bringing market demand to produce goods and services through the Organization's available resources (Ireland, Hitt & Sirmon (2003). Make the most of it by adopting innovation and management, it can deliver good operational results and fair returns to stakeholders from operations and face risks—a person who has the knowledge and experience in running a business to achieve the goals. (Hornsby & Goldsby, 2009). SMEs entrepreneurship refers to a person or entrepreneur who is aware of the Understanding of Islamic rules and able to meet Islamic expectations (Aniqoh & Hanastiana, 2020), as well as being able to conduct business by combining religious elements along with economic elements to meet the consumption needs of Muslims Devotion to the global community and society Strict adherence to religious principles and regulations that contribute to successful business management and performance based on Islamic integrity and beliefs (Fathi, E., Zailani, S., Iranmanesh, M., Kanapathy, K., 2016). From the definition that the differences between SMEs entrepreneurship and public entrepreneurship that have already been presented, it was found that SMEs Entrepreneurship is based on the Maqasid al-shariah doctrine of Islamic law, and the means of producing goods and services are based on the Shariah methodology. For efficiency from business operations to create good productivity, profitability and practice SMEs processes. Doing business is for the global Muslim community and enhancing humanity in the world society. The body of knowledge in conducting requires business knowledge and Islam. There is an incentive to operate the business for profit and al-Falah or the good life in the living world and the afterlife. It has stakeholders, including customers, employees, suppliers, manufacturers, financial service providers, owners of the Muslim community, and the global society's humanity. For non-Islamic entrepreneurs can be SMEs entrepreneurs if there is an understanding of SMEs concepts and methods and adheres to the principles of Maslahah.

Concept of Firm Characteristics

Firm characteristics are the property of a business that is in the form of goods or services. That business may provide a product-oriented strategy. Alternatively, focus on target markets, including processes to increase efficiency and support the business growth in line with Bonaccorsi (1992), who defined the meaning of the business characteristics as the business qualifications that result from the qualifications of the people. Operate Management system and organizational culture. Moreover, firm characteristics refer to the characteristics of an entity that can operate during changes affecting production Enterprise resource management Characteristics of entrepreneurship and organizational culture (Lavastre et al., 2014).

Concept of Leadership

Balamohan, Tech & Gomathi (2015) defines leadership as the ability to build confidence and support people to achieve organizational goals. For Keeffe, Ozuem & Lancaster (2016), leadership refers to facing changing situations, creating the vision. To direct the direction of the Organization in the future. Therefore, people are arranged together to understand the vision and inspire them to





overcome obstacles to achieve that vision, and Cha et al. (2019) define leadership as the creator of the process. Influence a person's feelings to understand and accept the activities performed by choosing the group or organization's objectives. Manage work activities to achieve that objective and motivate employees to pursue the objectives set and create relationships, cooperation, and collaboration. While other scholars have focused on the definition of leadership in building the relationship between leaders and people in the Organization, Ding, Wang & Su (2019) defined leadership as the interaction between members and members. Alternatively, a member with a group about structuring or changing the structure of a situation Perceptions and expectations of members Encourage change leadership affects more people than others will affect leaders. Moreover, this can happen when one group member can modify the motivation.

Concept of Marketing Strategy

Kotler (2013) has said that marketing strategy refers to the basic methods that business units use to achieve marketing objectives, consisting of decisions made in their target market. Product positioning determines the Marketing Mix and the Level of Marketing Expenditure. From this definition, the marketing strategy mix is made up of phases, namely, the target market's decision-making, to decide on the correct target. It analyzes the size, structure, and behavior of the target market before they are market segmented. Target market selection and analyzes the product position and then determines the marketing mix and marketing expenditures that are suitable for that target market

From the above, the researcher can conclude that Marketing strategy refers to marketing techniques, methods, guidelines, and procedures in which entrepreneurs and marketing executives use marketing resources to increase their business operations' efficiency through target grouping. Marketing operations control to achieve marketing effectiveness as well as able to meet the needs of consumers. To create satisfaction with the business organization and create results for the Organization.

Conceptual framework

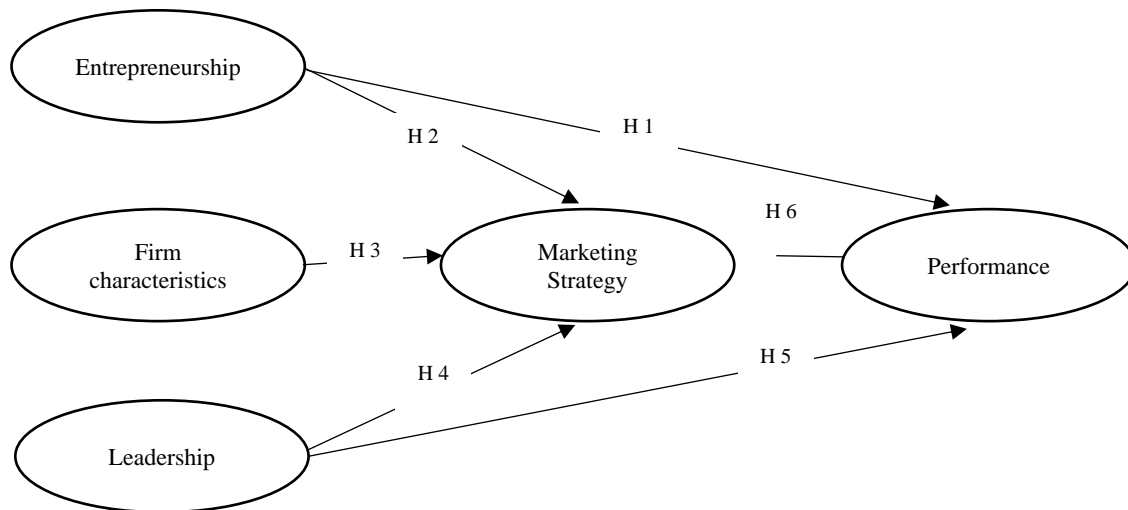


Figure 1 Conceptual framework

Research Methodology

This research is quantitative. This section presents the details of the research methodology as follows:

Population and sample size: The population of this research is SMEs food business entrepreneurs in China. The sample group in this research is a group of SMEs food business entrepreneurs in China who received 615 SMEs certification standards from the Central Islamic Committee of China and Provincial Islamic Committees.

Research Instrument: Questionnaire was used as a tool to collect data in this study which developed by Apostolov (2017), Bray & Link (2017), Elias, Othman & Yaacob (2017), Hosseini,





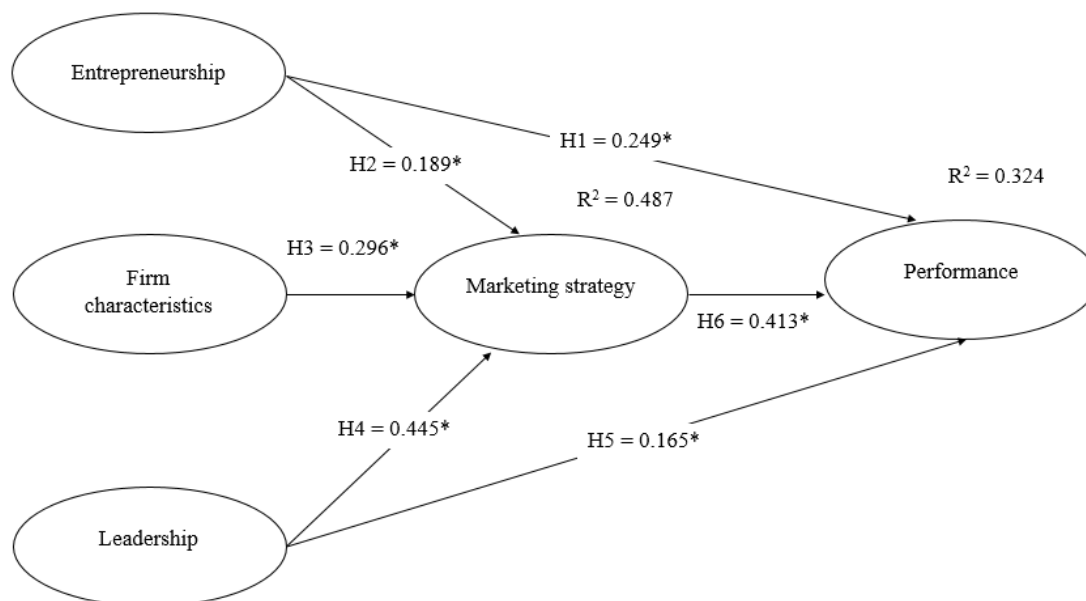
Dadfar & Brege (2018), Yi, Han & Cha (2018) Muafa, et al. (2019) Rahim, et al. (2019) Jae Moon, et al. (2020) Rehman, et al. (2020). The results of the analysis of the Cronbach coefficient questionnaire's reliability, including the Cronbach coefficient value of 0.925.

Data Analysis

The structure equation modeling was used to test the hypothesis.

Results

The research hypothesis test results can be concluded that SMEs entrepreneurship influences the performance variable (H1). The SMEs entrepreneurial variable influences the marketing strategy (H2). The firm characteristics influence marketing strategy management (H3). Leadership influences marketing strategy (H4). Leadership influences performance (H5). The marketing strategy influences performance (H6). The quantitative research hypothesis testing results can confirm the influence of entrepreneurship, leadership, firm characteristics, and marketing strategy that affect China's SMEs food business performance. Through the analysis of structural equation models, it was found that the model for marketing strategy model in the SMEs food business of China. It is a new body of knowledge obtained from this research which consists of variables entrepreneurship, marketing strategy, firm characteristics, leadership, and performance. The results of the structural equation model analysis showed statistical values as follows: Chi-square = 354.241, df = 141, p-value = 0.795, GFI = 0.950 AGFI = 0.910, CFI = 0.983, SRMR = 0.016, RMSEA = 0.050. That the models analyzed in this research are consistent with empirical data.



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Figure 2 The empirical model of the study

The AVE values were between 0.304 and 0.558, which contained performance variables for analyzing variable groups. SMEs entrepreneurship variables and firm characteristics variables show values lower than 0.5 for the CR values between 0.742 and 0.855, not less than 0.600. The researcher, therefore, considered the square root of the AVE of each variable. It was found that the diagonal correlation coefficient for each row was higher than that of each variable. The correlation coefficient

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between 0.094 and 0.185 was statistically significant at 0.05. The classified accuracy should not be lower than 0.360, and the CR value should not be lower than 0.600; therefore, the AVE and the CR values obtained from the analysis are within acceptable limits for the variables' structural precision.

The multi-squared correlation coefficient of the performance variable was 0.324, and the multi-squared correlation coefficient of the marketing strategy variable was 0.487, which is not less than 0.25. Marketing strategy in China's SMEs food business is reliable (Cohen et al., 2003; Soper, 2017). Therefore, it can be concluded that the observable model of the marketing strategy management model in SMEs food businesses in China is consistent with the empirical data and consistent with the established theoretical model.

Discussion and Conclusion

From the result, the author can discuss Hypothesis 1 (H1) shows that the SMEs entrepreneurship variable influences the performance variable. The result of this hypothesis test is consistent with the research of a study by Apostolov (2017), Bray & Link (2017), Elias, Othman & Yaacob (2017), Hosseini, Dadfar & Brege (2018), Yi, Han & Cha (2018) Muafa, et al. (2019) Rahim, et al. (2019) Jae Moon, et al. (2020) Rehman, et al. (2020). The studies determined that entrepreneurship plays a crucial role in the management of Marketing strategy and performance too. There was a consensus that SMEs entrepreneurship influenced performance. Shows SMEs entrepreneurship is the Organization's management and implementation of the Organization's resources to formulate strategies for the Organization's operations. SMEs entrepreneurship also arose from a new concept linking SMEs development with the business activities carried out as SMEs entrepreneurship needs to balance profitability and SMEs compliance through SMEs operations.

Hypothesis 2 (H2) shows that the SMEs entrepreneurial variable influence the marketing strategy management variable. The result of this hypothesis test is consistent with the research of a study by Sattari & Mehrabi (2016), Sulistyo (2016), Ratten (2017), Suh & Yoon (2017), Agwu & Onwuegbuzie (2018), Akzholova & Osmonova (2019) Bizhanova, et al. (2019) Yoshida, Yagi & Garrod (2020). The studies found that a healthy marketing strategy promotion influenced the SMEs brand, which leads to purchasing the consumer's product and accepting to buy SMEs branded products even though the price is higher which means consumers have real SMEs-certified brand confidence.

Hypothesis 3 (H3) shows that firm characteristics influence marketing strategy management variables. The result of this hypothesis test is consistent with the research of a study by O'cass & Julian (2003), Schubert (2010), Peyman, Karimi & Danaee (2013), Kim & Wang (2014), Wang, Zhang & Liu (2015) Mgeni & Nayak (2016) Sabri & Osman (2016) Imiru (2018) Ahn (2020). The studies tested the influence of firm characteristics on the marketing strategy that affects the performance hall the food business's performance in China. Therefore, the study concluded that firm characteristics affect the performance of the SMEs food business in China.

Hypothesis 4 (H4) shows that the leadership variables influence marketing strategy management variables. The result of this hypothesis test is consistent with the research of a study by Balamohan, Tech & Gomathi (2015), Keffe, Ozuem & Lancaster (2016), Freihat (2020), Miralam, Ali & Jeet (2020), Sousa & Cardoso (2020). The studies found that a business's success depends on managing the marketing strategy factors, which go through leadership, play a crucial role in the Organization's marketing strategy guidelines, and formulate corporate marketing strategies. A good market can generate long-term profits for the Organization. Therefore, having excellent entrepreneurial leadership will affect the sustainability of the business. In this research, leadership affects the long-term productive work of strategic marketing management.

Hypothesis 5 (H5) shows that Leadership variables influence performance variables. The result of this hypothesis test is consistent with the research of a study by Godwin, Neck & D'Intino (2016), Elbaz & Haddoud (2017), Cha et al. (2019), Chen et al. (2018), Steffens et al. (2018) Ding, Wang & Su (2019) Li & Sun (2019) Kusumanigrum, Haryono & Hansari (2020) Weller et al. (2020). These studies found that leadership influences the long-term effectiveness of work. It found that an enterprise's good performance depends on the business owner's leadership, indicating that entrepreneurial leadership has a bearing on the business's success. Besides, leaders who have set goals for the Organization will give employees work goals that will affect their performance. The research, therefore, concluded that leadership influences performance. This study showed that establishments with entrepreneurial leadership increased business performance.





Hypothesis 6 (H6) shows that the marketing strategy influences the performance variable. The result of this hypothesis test is consistent with the research of a study by Taherdangkoo, Ghasemi & Beikpour (2016), Ogbu (2017), Setiadi, Batu & Soesanto (2017), Ginting et al. (2018), Al-Surmi, Cao & Duan (2019) Sutdualan, Harakan & Jermisittiparsert (2019) Ibrahim & Harrison (2020) Munir et al. (2020). These studies found that a marketing mix is a marketing tool that an organization can control for a business to meet the needs of its target market, especially its performance. The marketing mix is a component of controllable marketing variables to generate sales in the target market, facilitate the trading process, and develop a strong relationship between buyers and sellers. Ongoing. Strategic management and effective marketing affect the performance of the Organization.

This research seeks to study SMEs entrepreneurship, leadership, business characteristics, and marketing strategies that affect the SMEs food business's performance in China based on the research objectives. It found that entrepreneurship, marketing strategy, firm characteristics, and leadership affect SMEs food businesses' performance in China.

Recommendation

This research shows the characteristics, approaches, and influence of performance variables through entrepreneurship, SMEs leadership, firm characteristics, and marketing strategy that affect the SMEs food business's performance in China under Chinese business operation society culture systematically and concisely. It resulted in the expansion of new knowledge in business administration.

SMEs food business operators in China can use the research results to determine, improve, and develop guidelines for developing operational plans for SMEs food businesses according to their business operations' nature. It further enhances competitiveness and long-term business performance growth, enhancing the competitiveness development of Chinese entrepreneurs at all China levels to be competitive. This will help China have a production base for various quality products to be sold in more markets, both in ASEAN and globally.

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