

Response Model for Tourism Entrepreneurs : Empirical Exploration Based on Marketing Entrepreneurial Value (Study on Tourism Industry)

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Abstract:

Aceh province has been developing the potential halal tourism which expected to be the unique brand tourism and as a form of both concern and care from the government in managing Aceh's tourism industry. This was proven by several awards achieved by Aceh in 2016 for the best halal tourist destination area in the World Halal Tourism Award; which are the World's Best Halal Cultural Destination award and World's Best Airline for Halal Travellers. This research focus on the study on improving the business performance of the entrepreneurs in Aceh tourism by utilizing competitive advantage, with the trigger variables includes entrepreneurial orientation, halal orientation, and marketing orientation. The location of this particular study is the tourism destination area at four regencies/ cities: Simeulue, Aceh Besar, Banda Aceh, and Sabang. The population of this research is the tourism entrepreneurs at these four regencies/ cities, while the respondents are the owner/ director and manager of these tourism companies which includes 400 respondents from 300 tourism entrepreneurs. Data analyzing tool used in this research was quantitative analysis by adopting methods such as CFA (Confirmatory Factor Analysis), SEM (Structural Equation Model) with AMOS and SPSS for the descriptive analysis.

The result of this study indicates that the business performance of tourism entrepreneurs in Aceh is affected significantly by variables, such as Entrepreneurial Orientation, Halal Orientation, Market Orientation and Competitive Advantage. As an additional note, as far as this research is being conducted there is no other research in Indonesia generally and Aceh specifically which study the influence of halal orientation to the business performance in tourism or relating it with the Competitive Advantage variable. Therefore, it is recommended to further continue the study regarding these variables: Halal Orientation, Competitive Advantage and Business Performance in both empirical qualitative and quantitative analysis for the tourism sector.

Keywords: *Bussines Performance, Competitive Advantage, Entrepreneurial Orientation, Halal Orientation, Marketing Orientation, Tourism Entrepreneurship.*

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I. Introduction

Aceh province, which geographically located at the edge of Sumatra Island, possesses and offers potential tourism that attracts both domestic and international tourists. The data in 2017 indicates an increase of tourist traffic to 2.9 million tourists; consist of 2.8 million national tourists and 78 thousand of international tourists (source: acehprov.go.id site). Besides its natural potential, Aceh also offers various tourist events to attract

tourists. There are several events regularly held every year such as Aceh Cultural Week (PKA), traditional horse racing, Sabang Marine Festival, Banyak Island Festival, and many more. Moreover, Aceh has been developing the halal tourism potential as well, aspired to be distinctive brand tourism and selling value in managing Aceh tourism industry. Several awards achieved by Aceh in 2016 for the best halal tourism destination area in the World Halal Tourism Award; which are the World's Best

Halal Cultural Destination award and World's Best Airline for Halal Travellers.

According to Act of the Republic of Indonesia No. 10 of 2009 concerning tourism, it is stated that tourism is various tourist activities supported by several facilities and services provided by the people, businesses or entrepreneurs, government and the local government. Tourism is the entire government, business sector, and social activities in organizing, managing, and serving tourist needs. Based on the definition mentioned, one of the strategies in developing halal tourism could be held by establishing the role of businessmen, which is represented by the *tourism entrepreneurs*.

Therefore, the purpose of this study is to determine the influence of various factors, such as entrepreneurial orientation, halal orientation and marketing orientation toward business performance with intervening variable is competitive advantage.

II. Literature Review

Previous researchers have been conducting studies on examining the impact of entrepreneurial orientation, halal orientation, market orientation and competitive advantage to the business performance, such as Miller and Friesen (1982) who proposed an additional construction which combines the strategic management with the entrepreneurship theory. This combination becomes a basic study of Entrepreneurial orientation theory. Matsuno, *et al.*, (2002) proposed the dimensions of an organizational tendency for entrepreneurial management, which are innovativeness, proactivity, and risk-taking. Lumpkin & Dess (1996) in their research added the entrepreneurial orientation factor besides the three basic constructions, as well as two other additional factors to form the entrepreneurial orientation; the autonomy and competitive aggressiveness factor. Empirical studies conducted by Madsen (2007) found that there is a positive relationship between entrepreneurial orientation dimension and both business performance and success in business. In real business practice, this statement emphasizes the previous statement that the more entrepreneurial

oriented business would perform better. Other researchers such as Wiklund (2005), Jantunen *et al.*, (2005), McGrath and MacMillan (2000), Zhang and Zhang (2012) correlated the effect of entrepreneurial orientation with a competitive advantage or business performance.

Furthermore, Ryan (2015) reviewed the halal tourism industry approach which at the beginning merely done for religious purpose and pilgrimage and associated with the act of faith. The main example is obviously Hajj, which is the pilgrimage to Mecca. In addition, Mohsin, Ramli, and Alkhulayfi (2015) underlined that in the halal tourism product supply and tourist service is expected to fulfill the needs of Muslim tourists. In the Islamic perspective, halal tourism refers to the practices or activities in tourism which acceptable according to the Islamic belief (Battour and Ismail, 2015). According to Yousaf and Xiucheng (2018), a tour or trip is encouraged to satisfy other purposes such as recreation, socialization, improvement of welfare, search for knowledge and learning process as well as appreciating the splendor of God's creation. Besides, researchers such as Talib *et al.*, (2010), Iranmanesh *et al.*, (2015), Ellias *et al.*, (2019) and Zailani *et al.*, (2019) has been successfully correlated several variables that could be affected by the halal orientation, both in the small and medium-sized enterprises and financial performance.

Porter (1985) emphasize that the usage of competitive advantage is one of the strategies required to be implemented in the dynamic business world, where the competitive advantage is an ability obtained from the characteristic and resource of a company to have a better performance than other companies in the same field or industry. This strategy clearly made and proposed as a form of respond and critics to the concept of comparative advantage. Other research conducted by Vitale *et al.*, (2003), Covin and Slevin (1989) and Sirivanh *et al.*, (2014) has analyzed the impact of competitive advantage to the business performance. Li *et al.*,

(2005) also added that this strategy could be used as the basis to measure business performance.

Hypotheses

In this research, the hypothesis can be formulated as the following:

- H1 : It is expected that Entrepreneurial Orientation affects Competitive Advantage significantly.
- H2 : It is expected that Halal Orientation affects Competitive Advantage significantly
- H3 : It is expected that Market Orientation affects Competitive Advantage significantly
- H4 : It is expected that Entrepreneurial Orientation affects Business Performance significantly
- H5 : It is expected that Halal Orientation affects Business Performance significantly
- H6 : It is expected that Market Orientation affects Business Performance significantly
- H7 : It is expected that Competitive Advantage affects Business Performance significantly

III. Research Methodology

1 Location and Object of Research

As for the location where this research is conducted are at the tourist destination area of four regencies/cities which are Simeulue, Aceh Besar, Banda Aceh, and Sabang. The object of analysis was the tourism entrepreneurs at these four regencies/cities.

2 Research Design

This research is categorized as descriptive-quantitative research. Descriptive research is a type of research which illustrates the characteristics of research object (Zikmund et al., 2013). This aims to generate an accurate representation of this specific object (Saunders *et al.*, 2015). In this particular research, quantitative approach is used by adopting the survey method and distributing questionnaires. Data analysis tools used in this research is the quantitative analysis by applying several methods including CFA (Confirmatory Factor Analysis), SEM (Structural Equation Model) with AMOS and SPSS for the descriptive analysis.

3 Population and Samples

The population used in this research is the entire tourism entrepreneurs of four regencies/cities mentioned before: Simeulue, Aceh Besar, Banda Aceh, and Sabang. The total samples are 400 respondents from 300 tourism entrepreneurs.

4 Scale of Measure and Data Collection Techniques

The scale of variable measurement used was Likert Scale with 5 points from the scale 1 to 5, while the technique used in collecting primary data was by distributing questionnaires and from related documents as the secondary data.

5 Operational Variable

Variable operationalization is the scale identification appropriate for variants in the concept included in the whole process of research (Zikmund *et al.*, 2013). In this particular research, Entrepreneurial Orientation variable used 12 indicators, Halal Orientation 10 indicators, Market orientation 8 indicators, Competitive Advantage 9 indicators, and Business Performance 6 indicators.

6 Data Analysis Tools

Based on the research purposes, data analysis tools used in this research is the quantitative analysis by adopting CFA (Confirmatory Factor Analysis) and SEM (Structural Equation Model) method with AMOS and SPSS for the descriptive analysis.

7 Design of Testing

The value is considered valid and fulfills the requirement if $AVE > 0.5$ with the equation formulated as follows:

$$AVE = \frac{\sum_{i=1}^n \lambda_i^2}{\sum_{i=1}^n \lambda_i^2 + \sum_{i=1}^n Var(\epsilon_i)}$$

AVE = Average variance extracted

λ_i = Value standard loading

ϵ_i = Value 1-standard loading

7.2 Cronbach Alpha Reliability Test

An instrument could be categorized as reliable if it has a reliability coefficient or alpha equal to or more than 0.6, the equation is:

$$\alpha = \frac{K}{K-1} \left(1 - \frac{\sum_{i=1}^k \sigma_{Yi}^2}{\sigma_X^2} \right)$$

α = Reliabilitas instrument

K = Total number of items on the instrument

σ_{Yi}^2 = Amount of component / item Variance

σ_X^2 = Total total variance observed

7.3 Composite Reliability of Construct Testing

The variable is considered to meet the criteria if construct reliability > 0.7, the construct reliability value of 0.6 to 0.7 is still considered acceptable with the construct validity requirement (indicator) in the model is good, with the equation as follows:

$$CR = \frac{(\sum \text{Standardized Loading})^2}{(\sum \text{Standardized Loading})^2 + \sum e_j}$$

$$CR = \frac{[\sum_{i=1}^n \lambda_i]^2}{[\sum_{i=1}^n \lambda_i]^2 + [\sum_{i=1}^n \delta_i]}$$

CR = Composite realibility

λ_i = Value *standard loading*

δ_i = Value *1-standard loading*

7.4 Hypotheses Testing

The hypotheses testing process conducted in this research partially. Partial testing is intended to discover whether the exogenous variable truly affected by its endogenous variable, using the t-statistic test.

IV. Result and Discussion

Based on the data, total samples of this research is 400 respondents, selected using purposive sampling. Questionnaires consist of 58 questions were directly distributed to the respondents. These questionnaires were distributed from March 7, 2019, and collected on May 15, 2019. On the real application, the researcher distributes as many as 400 exemplars with a 100% rate of return.

2. Respondent's Characteristics

The characteristic of respondents used by the researcher to provide some information regarding the demographics of respondents (turnover, type of business and time of business), as a descriptive variable of the research is useful for supporting the data analysis result which presents the distribution of respondents' answer to the questionnaire statement. Research respondents were the tourism entrepreneurs including souvenir shops, travel agents, culinary and hotel sectors who satisfy the sampling requirements. In this research, the total numbers of respondents who start the business more than 11 years ago are larger than 60% of total respondents. This means that they have been successful enough to maintain their business. Furthermore, the rest of 36% of the total respondents are the one that started less than 10 years.

Statistically, based on the data obtained by the researcher, the most famous businesses that successful enough to remain are the souvenir business at 28%, followed by the culinary business at 20%, hotel business at 16% and the remaining 4% of a total responder for travel business. The turnover gained by respondents while running the business is quite varied, from less than Rp 100.000.000 as the lowest value to more than Rp 5.000.000.000 as the highest.

According to the data analysis, the biggest turnover which is more than Rp 5.000.000.000 is in the hotel business with distribution as much as 8% of the total respondents. For the turnover between Rp 1.000.000.000 – Rp 5.000.000.000, it is dominated by the hotel business at 36% followed by the culinary business at 28% and the remaining 12% for travel business. As for the lowest turnover statistically only shown in the souvenir business at 3% of the total respondents.

3. Descriptive Analysis of Research Variables

Descriptive analysis generally shows the description of respondents' answers that correlated with relevant theory. This descriptive analysis is essential for providing an overview of business performance, competitive advantage, entrepreneurial

orientation, halal orientation, and market orientation. Using this technique, it is expected that the analysis result could be more representative in illustrating the business performance of tourist businesses. In general, the illustration of respondents' perception to the measured variables such as business performance, competitive advantage, entrepreneurial orientation, halal orientation, and market orientation could be calculated and analyzed by specifying the class of respondents' statement to research variable.

The analysis result of interval is 0,8 and will be used to divide the score from 1-5 equally. Therefore, by stating the new interval of average value, the level of business performance, competitive advantage. Unit of measurement in the recording process could be obtained and categorized based on the distribution of class as indicates in the table below:

Tabel 4.1: Respondent's Answer Score Category

No.	Interval Skor Total (%)	Category
1	1,00 – 1,80	Very not good
2	1,81 – 2,60	Not good
3	2,61 – 3,40	Pretty good
4	3,41 – 4,20	Well
5	4,24 – 5,00	Very good

Source: Primary data processed, (2019)

a. Descriptive Variable of Entrepreneurial Orientation (EO)

The EO variable measurement based on the indicators is using a 12 items questionnaire with the close-ended question in the form of a Likert scale to the respondents.

The result of data processing, shows that all the indicators are in the range of good to very good category. This result indicates that the respondents need to innovate by doing a benchmark to look for a new idea for business development, pro-active in anticipation the future demand, and the entrepreneurs must be willing to deliver orders to customers/order pick-up services.

Furthermore, this analysis result indicates that the respondent needs to be more aggressive in

searching a new idea to maintaining their business. Therefore, this condition needs to get more attention from respondents because innovative new ideas are needed in developing the tourism business in the future.

b. Halal Orientation Variable (HO)

There are 10 indicators used to find out the implementation of halal orientation variable on the tourism business in Aceh Province based on the respondent's answer.

From the presented data analysis, all the indicators can be perceived very well by respondents. The result shows that the implementation of HO variable is very good which is presented by the indicator of maintaining the cleanliness and beauty of tourist attraction, realizing that "halal tourism" is part of the implementation of Islamic law in Aceh, and information about halal tourism areas is very important for tourists.

c. Market Orientation Variable (MO)

The Market Orientation (MO) Variable is measured by the respondent's answer using 8 indicators.

Based on data analysis, the distribution of average value results on MO variable is in very good category which indicates that promotion in tourism in Aceh is poor with the value of 4.72 and result shows that an intense communication is required to anticipate the rapid growth of tourism market development.

d. Competitive Advantage Variable (CA)

The Competitive Advantage (CA) Variable is measured by the respondent's answer using 9 indicators.

The result of the research shows that all the statements have a range value of 3.41-4.20 which mean all the indicator is well perceived by the respondent. The highest average value is related to anticipation of the crisis in the business by controlling the cost strictly. Furthermore, the second-highest average value shows where the

respondent assumes that the Aceh characteristic as a halal tourism destination has the potential to be maintained and developed. The third highest value is indicates to the tourism business is a specific type of business so a special treatmentnt is needed.

e. Business Performance Variable (BP)

The Business Performance (BP) Variable is measured by the respondent's answer using 6 main indicators.

The result from data analysis shows that all statement indicators has a range value of 2.61-3.40, which means all the indicator is well perceived by the respondents, which shows that the respondents in measuring their business performance were also assess the number of assets that they have so that it will be beneficial for their business development, with an average value of 2.85.

4. Data Analysis

4.1. Normality Assumption

This test is commonly carried out to find out the whether the data is distributed normally or not. Hair *et al* (2010) mentions that the critical value criteria of the Skewness and Kurtosis for the confidence level (P) = 0.5 is ± 1.96 . Skewness gives the overview of the symmetry level and *Kurtosis* data shows the overview of the data distribution which is observed around the mean score.

The data of the normality test showed that the critical value should be between -1.96 and +1.96, therefore the score other than that value should be eliminated in order to have normal data distribution.

4.2. Assumption of Outliers

Outliers test is conducted by using the Mahalanobis criterion test on the significance value of 10% and it can be evaluated by using the chi-square on the free degree of the various variables which is used in the research.

Based on data analysis, the data of the output outlier was only occurred on the observed score of 360 because the score is above 3. Therefore, for the next step, the score can be eliminated.

4.2. Assumption of Multicollinearity

The result of the multicollinearity test shows that there is the singularity indication through the small or almost zero score of the determinant covariance matrix value (Hair *et al*, 2010) or with the *Variance Inflating Factor* (VIF) score < 10 . The data analysis shows that the VIF score is less than 10, as the result the multicollinearity indication does not occur on the observed data.

5. Measurement Model

This measurement model is used as one of the indicator test in a research in order to confirm the definition of a construct (Hair *et al*, 2010). From this measurement model, it is found that the loading factor score which can be tolerated is above 0.5. The following is the measurement model result on this research.

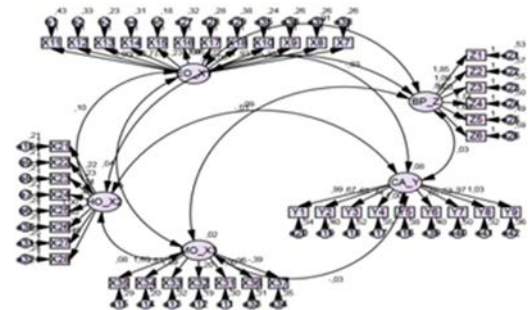


Figure 4.1 Measurement Model

In this research, the measurement model is used with the second order method to analyze the confirmatory factor analysis (CFA) which is tested on all the indicators. On the first order, not all the indicator items fulfill the loading factor standard criterion $> 0,5$. Further, the indicator which does not need the criterion will be eliminated, therefore on the second order, every indicators have the loading factor score which fulfill the criterion will be analyzed structurally (SEM test) through the structural model proposed.

6. Goodness of Fit

The evaluation of the proper test is analyzed by using the goodness of fit and cut off value with several index criteria therefore the research model becomes fit or not. The result test of the model with the criterion required is showed on the following table.

Tabel 4.2.

Goodness of Fit Indices

Goodness of Fit Index	Cut off Value	Model Test Result	Information
Degree of Freedom	Positif (+)	809	Positive
Chi-Square	Expected value: least	2661,835	Acceptable
Significant Probability	$\geq 0,05$	0	Acceptable
CMIN/DF	$\leq 2,00$	3,29	Marginal
GFI	$\geq 0,90$	0,771	Marginal
RMSEA	0,05-0,08	0,076	Acceptable
AGFI	$\geq 0,90$	0,744	Marginal
TLI	$\geq 0,90$	0,407	Marginal

Goodness of Fit Index	Cut off Value	Model Test Result	Information
CFI	$\geq 0,90$	0,443	Marginal
NFI	$\geq 0,90$	0,364	Marginal
PNFI	0,60-0,90	0,342	Marginal
PGFI	$\geq 0,90$	0,691	Marginal

Source: Primary data processed with AMOS, (2019)

7. Validity and Reability Test

On the step of validity and reliability test in this research, the calculation is conducted by using the *average variance extracted* (AVE) and *composite reliability* (CR). The result of the validity and reability test shows that the AVE and CR score has been above 0.50, therefore it has fulfilled the criterion as the valid and reliable data.

8. Structural Model Analysis

The structural model test is conducted to find out the relationship among variable, significance value, and R-square score from the research model. The structural mode is evaluated by using R-square score for each dependent variable, t-test, and

significance from parameter coefficient through structural lane.

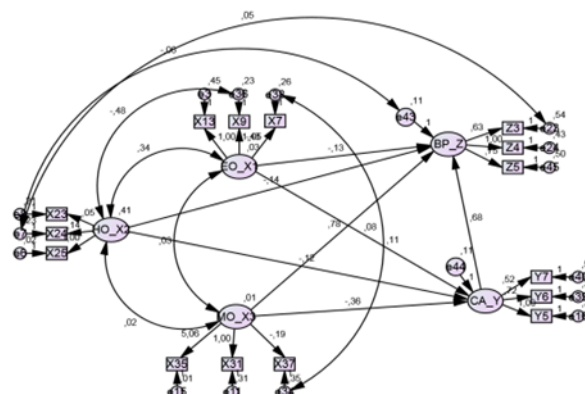


Figure 4.2 Analysis Model Structural

The picture above is the early structural model which shows the correlation and influence from each research variable including: EO, HO, MO, CA, and BP. The next analysis will be adjusted with the appropriate GoF index criterion which is required.

The data analysis shows the value of the effects of the exogenous variables on the endogenous variables. It is shown in the table that the variables of entrepreneurial orientation, halal orientation, market orientation and competitive advantage affect the variable of business performance directly and significantly. However, the market orientation variable indirectly influenced the competitive advantage variable, so the impact on the business performance variable was that the competitive advantage variable did not become a mediating variable for the market orientation variable.

9. Hypothesis Testing

The significance of the estimated parameter provides very useful information regarding the relationships among the variables of this research. The hypothesis was tested based on the value contained in the output of the path coefficient of the structural model in the research. The value of the t-table used for the comparison was 1.282 (n = 400).

The data analysis shows the results of the analysis indicating the significance of the

relationships among the variables. It was considered that there was a positive and significant influence if the t-values were > 1.282 and p-values were < 0.05 . The first statistical test obtained the probability value of the variable $EO \rightarrow CA$ of 0.096 which was < 0.05 . Since the probability was smaller than 0.05, the effect of the EO on CA was significant and was in accordance with the hypothesis 1. This means that **the hypothesis 1 was not rejected**.

Furthermore, the second statistical test got the probability value of the variable $HO \rightarrow CA$ of 0.044 with the p-value < 0.05 which shows that the effect of the variable HO on CA was significant and was in accordance with the second hypothesis. This means that **the hypothesis 2 was also not rejected**.

In addition, the third statistical test also obtained the probability value of the variable $MO \rightarrow CA$ of 0.209 with the p-value > 0.05 which shows that the effect of the variable MO on CA was not significant and was not in accordance with the hypothesis 3. It means that **the hypothesis 3 was rejected**.

The next statistical test reached the probability value of the variable $EO \rightarrow BP$ of 0.019 with the p-value < 0.05 , which shows that the effect of the variable EO on BP was significant and was in accordance with the hypothesis 4. This means that **hypothesis 4 was accepted**.

Furthermore, the fifth statistical test got the probability value of the variable $HO \rightarrow BP$ of 0.043 with the p-value < 0.05 , which means that the probability was smaller than 0.05 and that the effect of the variable HO on BP was significant and was in accordance with the hypothesis 5. This means that **the hypothesis 5 was also accepted**.

Then the sixth statistical test got the probability value of the variable $MO \rightarrow BP$ of 0.040 with the p-value < 0.05 , which means that the influence of the variable MO on BP was significant and was in accordance with the hypothesis 6. This means that **the hypothesis 6 was accepted**.

Lastly, the results of the last statistical test reached the probability value of the variable $CA \rightarrow BP$ of 0.008 with the p-value < 0.05 , which means

that the effect of the variable CA on BP was significant and was in accordance with the hypothesis 7. This means that **the hypothesis 7 was also accepted**.

10. Conclusion of SEM Test

In developing and testing a model, it is almost certain that it ends with a model compatibility test or model suitability test with the research data owned. In testing the simplest model, such as regression, the model compatibility test is done by testing ANOVA which produces F statistics. In testing the regression model, it also produces a value called the determination index or commonly known as R-Square, which is a representative measurement of variation on a concept variables are measured by other variables on a sample or population studied. The greater the index value of determination obtained, the better the model formed on the variables involved in it.

In addition, it is also known as a t-statistical test on the model, which is more commonly known as partial testing or direct individual testing of the variables that make up a model. Unquestionably, the more complex the measurement model of a concept, the more complex the instruments needed in testing the suitability or compatibility of the models needed, (Joreskog and Sorbom, 1993). They also concluded that to test the SEM model can be done through two stages of the approach, that is, first testing the measurement model and after that testing the structural measurement model simultaneously. In the SEM analysis method, statistics are tested individually by using the t-test. In the research results, t-statistics that meet the requirements $> 1,282$ (t-table) is $EO \rightarrow CA$ (1,666), $MO \rightarrow BP$ (2,056), and $CA \rightarrow BP$ (2,659).

Furthermore, the results of the analysis by using AMOS also show that the structural model developed in this study is a good model, that is, the fulfillment of the structural model fit criteria (Goodness of Fit index). The results of the analysis of the R^2 of the BP variable is 0.405 (see Appendix Squared Multiple Correlations) and CA variables of

0.008, it means that the variables of EO, HO, and MO as independent variables that have contributed or influenced the BP variable.

11. Research Implication

The results of the analysis carried out in this study show that several variables have a significant effect, especially $HO \rightarrow CA$, $EO \rightarrow BP$, $HO \rightarrow BP$, $CA \rightarrow BP$ and $MO \rightarrow BP$. This result implies that in increasing competitiveness in Aceh's tourism businesses, halal orientation (HO) must be the main focus of business actors. The results showed that entrepreneurial-oriented businesses, especially those related to halal tourism orientation, would be superior to competitors because the characteristics of entrepreneurial orientation found were related to cleanliness and beauty of tourist attractions, products sold in halal tourist areas and guarantees that all products sold in tourist areas are halal. In addition, the results of the study found that increasing the performance of tourism business entrepreneurs in Aceh can be addressed by increasing service innovation through finding new ideas in business processes, providing halal food samples to taste and always being a pioneer in introducing new halal tourism products. Then tourism entrepreneurs must respond quickly to changes in rates/ prices, help maintain facilities and infrastructure supporting tourist areas and be able to maintain a positive image that has been formed that Aceh is one of the halal tourism destinations in Indonesia.

The results of the analysis also have implications for improving business performance (BP) through an increase in competitive advantage (CA) variables. Along with the increasingly intense attention of the Aceh government in supporting the development of halal tourism businesses, in the last three years, this province has become a potential area of halal tourist destinations. For this reason, business people must be responsive to changes in policy direction that lead to the halal tourism business and always update various information and technology, especially those related to halal tourism. By increasing awareness that halal is a part of

Islamic religion which is majority adopted by the people in Aceh and is able to create a comfortable atmosphere for non-Muslim tourists even those who visit tourism areas in Aceh, it will certainly have an impact both directly and indirectly on the number of tourist visits to Aceh. If this is realized, it is expected that various businesses in the tourism sector will also feel a positive impact.

Empirically, this study supports the results of previous studies relating to the influence of EO, HO, MO, CA on BP as done by Wiklund (2005), Jantunen *et al.*, (2005), McGrath dan MacMillan (2000), Zhang dan Zhang (2012), Sirivanh *et al.*, (2014), Talib *et al.*, (2010), Iranmanesh *et al.*, (2015), Ellias *et al.*, (2019), Zailani *et al.*, (2019), Talaja *et al.*, (2017), Zhou *et al.*, (2008), Kohli *et al.*, (1993), Khan *et al.*, (2016).

In addition, as a added value and note for researchers that so far it has not been found until the research has been completed, the research that is related to the influence of Halal Orientation on Business Performance in the field of tourism or linking it with Competitive Advantage variables, especially in Aceh Province and in Indonesia. For this reason, the researchers recommend in the future that research related to the variable Halal Orientation, Competitive Advantage and Business Performance for the tourism sector can continue to be developed.

V. Conclusion and Recommendation

1 Conclusion

In this study there are several important conclusions that can be formulated as follows:

1. To be able to improve the business performance of Aceh tourism entrepreneurs some important points that must be considered are related to Entrepreneurial Orientation, Halal Orientation, Market Orientation, and Competitive Advantage.
2. This research also shows that Entrepreneurial Orientation significantly influences the performance of the tourism business (Business Performance).

3. Halal Orientation significantly affects the performance of the tourism business (Business Performance).
4. Market Orientation significantly affects the performance of the tourism business (Business Performance)
5. Competitive Advantage significantly affects the performance of a tourist business (Business Performance).

2 Recommendation

1. Promotion in the Aceh tourism business is needed because it is still very less promoted and Aceh tourism entrepreneurs must communicate intensely in anticipating the rapid development of the tourism market.
2. More specifically the emphasis of the strategy to improve the business performance of Aceh tourism entrepreneurs can be focused on efforts to get innovative new ideas so that the tourism business in the future can continue to grow. Then cleanliness and beauty of tourist attractions are part of "halal tourism" which must be maintained and Aceh tourism entrepreneurs must realize that "halal tourism" is part of the implementation of Islamic law in Aceh so that this added value will become a tourist industry brand in Aceh.

In addition, regulations from the Aceh provincial government are needed, both in the form of the Pergub and Qanun, which specifically regulate the development of halal tourism industries in Aceh so that the implementation of the tourism industry in Aceh is more legally guaranteed and runs smoothly. For Aceh tourism entrepreneurs, clear regulations will be able to guarantee the smooth running of their businesses so that negative perceptions and speculations do not emerge related to the brand "halal tourism" in Aceh.

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