

## Strategic Market Orientation and Creation of Cultural Entrepreneurship: Case Study of Chinese Entrepreneurs

Lufina Mahadewi

Program Studi Manajemen Bisnis, Sekolah Tinggi Manajemen PPM  
Jl. Menteng Raya No.9, Kb. Sirih, Kec. Menteng, Jakarta Pusat, Indonesia  
[mahadewilufina@gmail.com](mailto:mahadewilufina@gmail.com); [lmd@ppm-manajemen.ac.id](mailto:lmd@ppm-manajemen.ac.id)

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### ABSTRAK

Penelitian ini bertujuan untuk mengungkap bahwa strategi orientasi pasar dan penciptaan kewirausahaan budaya berperan terhadap kinerja pengusaha Tionghoa di masa pandemi Covid-19. Unsur perilaku orientasi pasar dibentuk oleh perilaku inovatif yang didasarkan pada nilai-nilai budaya pengusaha Tionghoa. Nilai-nilai budaya secara strategis memberikan perspektif pengelolaan sumber daya bagi pengusaha Tionghoa untuk pengembangan perilaku inovatif budaya dalam konfigurasi strategi orientasi pasar. Orientasi pasar yang strategis mengkonfigurasi pengembangan kreativitas kewirausahaan budaya di masa pandemi Covid-19. Penelitian ini mengambil setting pengusaha Tionghoa di Jawa Barat, Indonesia. Penelitian ini menggunakan paradigma postpositivis dengan desain studi kasus holistik pada tiga pengusaha Tionghoa dalam usaha kecil-menengah. Wawancara semi struktural dengan format terbuka terhadap tiga pengusaha Tionghoa digunakan sebagai pengumpulan data. Teknik analisis data menggunakan model interaktif Miles dan Huberman. Hasil penelitian berupa desain model empiris yang mengungkap unsur perilaku strategis orientasi pasar berbasis perilaku inovatif budaya dalam pengembangan kewirausahaan budaya. Temuan penelitian memberikan kontribusi teoritis terhadap konsep manajemen orientasi strategis dan kewirausahaan budaya dalam konteks orientasi pasar bahwa interaksi dalam kewirausahaan memiliki kompleksitas yang besar, salah satunya didasarkan pada perilaku inovatif budaya yang diwarisi dalam pengembangan elemen perilaku orientasi pasar, kewirausahaan budaya dan keberlanjutan kewirausahaan.

### Kata Kunci:

Unsur Perilaku Orientasi Pasar; Perilaku Inovatif; Kewirausahaan Budaya; Nilai Budaya.

### ABSTRACT

This study aims to reveal that the strategic market orientation and creation of cultural entrepreneurship play a role in the performance of Chinese entrepreneurs during the Covid-19 pandemic. The behavioral elements of market orientation are formed by innovative behavior based on the cultural values of Chinese entrepreneurs. Cultural values strategically provide a resource management perspective for Chinese entrepreneurs to develop culturally innovative behavior toward the strategic market orientation. Strategic market orientation configures the development of cultural entrepreneurship creativity in the Covid-19 pandemic. This research is in the setting of Chinese entrepreneurs in West Java, Indonesia. This study uses a postpositivist paradigm with a holistic design of case studies on three Chinese entrepreneurs in a small-medium business. Semi-structural interviews with an open format on three Chinese entrepreneurs are used as data collection. The data analysis technique used Miles and Huberman's interactive model. The study results are in the form of an empirical model design that reveals the strategic behavioral elements of market orientation based on innovative cultural behavior in the development of cultural entrepreneurship. Research findings contribute theoretically to the concept of strategic orientation management and cultural entrepreneurship in the context of market orientation that interactions in entrepreneurship have a great complexity, one of which is based on the culturally innovative behavior inherited in the development of behavioral elements of market orientation, cultural entrepreneurship, and entrepreneurial sustainability.

### Keywords:

Behavioral Elements of Market Orientation, Innovative Behavior, Cultural Entrepreneurship, Cultural Values.

## INTRODUCTION

The Covid-19 pandemic had a significant impact on the development of MSMEs in Indonesia. The results of research conducted by research institutions in Indonesia, such as Bappenas and the Central Bureau of Statistics, showed that the MSME sector in Indonesia had experienced problems and challenges in surviving the pandemic era (Bahtiar, 2021). Entrepreneurial activity during the Covid-19 pandemic experienced many setbacks and prompted changes in mindsets, business paradigms, business strategies, and orientations in entrepreneurship (Ratten & Jones, 2021; Sharma *et al.*, 2022). The challenges or problems faced by Chinese entrepreneurs during the Covid-19 pandemic were no different from the challenges of other small and medium-sized businesses nationally in the Covid-19 pandemic. Mahto *et al.* (2022) described post-crisis recovery, one of which is to explore the impact of entrepreneurial motivation as a form of dynamic ability. Market orientation is described as an innovation behavior within the framework of the organizational culture to create company advantages in the long term (Ho *et al.*, 2018; Genc *et al.*, 2019; Hutahayan, 2021). Poerwanto *et al.* (2022) stated that market orientation has a significant influence on a company's performance, which is partially mediated by exploratory innovation. Market orientation provides encouragement for resource utilization for competitive advantage through innovation strategies (Afsharghasemi *et al.*, 2013; Jummai, 2023).

The concept of strategic orientation has four dimensions that play a role in creating superior performances by implementing strategic directions: entrepreneurial orientation, market orientation, learning orientation, and employee orientation (Adams *et al.*, 2019; Gupta *et al.*, 2020). Entrepreneurial orientation and market orientation provide complementary perspectives (Genc *et al.*, 2019; Shaher & Ali, 2020) as structural inertia (Boso *et al.*, 2012), which has implications for performance (Kirca *et al.*, 2005; Udriyah *et al.*, 2019; Octavia *et al.*, 2020). Kwak *et al.* (2013) stated that market orientation and entrepreneurial orientation were interrelated dimensions of connubial relationships. In the conceptual model of market orientation, the relationship between the dimensions of proactive and risk-taking in entrepreneurial orientation is moderated by market orientation and further dimensions of entrepreneurial orientation, namely influential innovation on the dimension of responsiveness in market orientation (Kwak *et al.*, 2013). Implementation of entrepreneurial orientation and market orientation is simultaneously believed to be able to produce superior performances through the alignment between the levels of entrepreneurial orientation and market orientation (Jogaratnam, 2017; Masa'deh, 2018; Ali *et al.*, 2020).

Market orientation as an organizational culture (Narver & Slater, 1990) is manifested as a behavior derived from marketing concepts (Kohli & Jaworski, 1990). The behavioral components of market orientation (Narver & Slater, 1990) consisted of customer orientation, competitor orientation, and inter-functional coordination embodied by organizational culture and values. Market orientation is formed from organizational culture with efforts to create values through analysis of the needs and

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development of market information with customers as a form of business along with the emphasis on the behavior of the marketing concept (Kohli & Jaworski, 1990; Buli, 2017; Octavia & Ali, 2017).

The argument of this research is the phenomenon of configuration of behavioral components of market orientation of Chinese entrepreneurs in the Covid-19 pandemic. The strategic direction of market orientation is coloured by the cultural values embodied in innovative behavior. Laily & Wahyuni (2023) stated that innovative behavior is a behavior in developing and adopting new ideas in organizational characteristics. The strategic market orientation creation in this research emerges in the formation of cultural entrepreneurship. This research begins with the reality that the formation of an internal environment from market orientation is based on the existence of cultural values, which are formed in the behavioral components of market orientation. The context of the research lies in the emphasis on socio-cultural issues. These, namely cultural values, become a synthesis that reveals the practice of strategic direction in market orientation and the development of cultural entrepreneurship as an entrepreneurial strategy in the Covid-19 pandemic. This research contributes to the strong linkages and interconnections between cultural entrepreneurship and strategic orientation in the context of market orientation. Cultural entrepreneurship emerged cultures as a resource for creating entrepreneurial legitimacy, which focuses on entrepreneurs' efforts to build their entrepreneurship based on cultural values in the form of products and services that have the potential to generate financial values (Gehman & Soublière, 2017; Dobreva & Ivanov, 2020). This perspective provides a range that reveals cultural values constructed the innovative behavior manifested in strategic market orientation that leads to the innovative entrepreneurship using cultural heritage, kinships, and values as a form of cultural entrepreneurship to perform sustainability in the crisis period.

Based on this background, the focus of this research is the configuration of the strategic direction of behavioral elements of market orientation that manifests the innovation culture in case studies of Chinese entrepreneurs. This research selected three case studies of Chinese small business entrepreneurs with the aim of revealing an understanding of efforts to formulate and configure strategic market orientation and cultural entrepreneurship. Each entrepreneur has a business track record of more than 10 years with success in maintaining their entrepreneurship during the Covid-19 pandemic, with market orientation as a catalyst for entrepreneurial sustainability. This research reveals perspectives on the practical application of innovation culture applied in market orientation strategies and the establishment of cultural entrepreneurship. This aligns with the direction of research development in innovation culture in small businesses in changing the adoption of business operations (Halim *et al.*, 2019).

This study provides relevance to the development of cultural entrepreneurship in developing countries in accordance with the increasing development of these studies (Nkongolo-Bakenda & Chrysostome, 2013; Toghraee & Monjezi, 2017). This study contributes to developing cultural entrepreneurship research that requires exploring cultural conditions and values from the perspective of

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entrepreneurial, innovative behavior to create legitimate entrepreneurship (Gehman & Soublière, 2017), focusing on the strategic formation of behavioral elements of the market orientation. The study specifically aims to discuss how innovative behavior manifested from cultural values performed the formation of behavioral elements of market orientation and the creation of cultural entrepreneurship of Chinese entrepreneurs in the crisis period.

## **RESEARCH METHODS**

This research is a research with a qualitative approach using the postpositivist paradigm. Case studies on three Chinese entrepreneurs are used as a research design. The research setting is Chinese entrepreneurs with business continuity during the Covid-19 pandemic. Chinese entrepreneurs in this research are entrepreneurs who have an adequate understanding and experience related to the operation of their business. Purposive sampling is used to determine the informants. Three Chinese entrepreneurs were selected for this research because of their success in maintaining their business during the Covid-19 pandemic by uniquely configuring market orientation and creating entrepreneurial legitimacy of cultural entrepreneurship through their organizational culture. Stages of data collection other than conducting the interview process and carrying out documentation activities in the form of photos or pictures related to research as a form of search for the facts and phenomena of the object of research (Creswell, 2007). Exploratory data collection was carried out through semi-structured interviews to assist informants in the research in uncovering the direction of strategic market orientation towards creating cultural entrepreneurship innovation in their real entrepreneurial lives. An interview guide was used to ensure there was equality in the scope of the research discussion.

Multiple-cases design by using holistic design was carried in this research. Miles and Huberman's interactive model was used in the data analysis stage of this research. The process of the interactive model comprised data collection, data reduction, data display, conclusion or data verification, and results writing. Observations were carried out emphasizing principles (Fatchan, 2013), namely a holistic description of facts based on the Epoche principle. The validity of the data in this research uses the concepts of validity and reliability. Triangulation across multiple sources, chain of evidence, and review of case study reports of three Chinese entrepreneurs were carried out to test the validity of the data. Analytical generalization is carried out to test an external validity to perform the generalization in a theoretical proposition.

## **RESULTS AND DISCUSSIONS**

This section provides a general description of three Chinese entrepreneurs that includes data regarding the information informant (name), type, and length of business establishment. The uniqueness of each informant's experience is also marked by similarities with other informants, which leads to the emergence of similar rather than different themes.

**Table 1. Brief Profiles**

No	Owner's Name	Type of Business	Length of Business Period
1	Hendra	Material shop store	16 years
2	Yuli	Food and beverages store	14 years
3	Lisa	Shoe store	40 years

Source: Author (2023)

### Case Study: Hendra

Hendra is a Chinese entrepreneur who owns a building shop business in Bekasi, West Java. The building shop business provides cement, sand, iron, paint, steel, and building supplies such as asbestos, bricks. Hendra runs a building shop business because he wants to continue his parents' business and protect his parents' assets. In his narrative:

*"I started this business in 2007. The origin of this business is started as a family business, where my parents were engaged in the same field and encouraged their children to continue this business because the way for this business was already open. My parents told me to try to be independent. Meanwhile, my parents and uncles have all been involved in the building business since the 1990s. I am the second generation, where I have the task of updating an outdated marketing system."*

Hendra also said the role of Chinese culture in underlying his motivation to continue the building shop business which was passed down from generation to generation, namely:

*"We were born into a family that is an entrepreneur in the building materials sector, therefore we undertake this business. Most entrepreneurs of ethnic Chinese descent start businesses because there is an element of heredity or the business has been passed down from generation to generation or there are relatives who do business in that field. If you start a new type of business, it will be too risky."*

Chinese culture, namely Guanxi (Chen & Tseng, 2021; Su *et al.*, 2022) as a personal kinship network in the form of kinship in obligations in business relationships is the basis for maintaining business in the Covid-19 pandemic era. In his narrative:

*"The family and relatives regularly hold meetings, especially on how to survive the Covid-19 Pandemic situation. It is very important to strengthen the financial foundation. In our family, there are also those who have collapsed because their financial foundations are not good, so our families help them to pay off their debts first, until they can start again and be independent again. The principle is the efforts to help each other and kinship. Our parents are still in the first generation, so they always emphasize the importance of helping each other. Our assistance can also be in the form of money, or in the form of goods, such as we support the goods to their business, so therefore they can continue the business."*

The focus of customer orientation carried out by Hendra is prioritizing the ability to meet and serve customers according to their needs. Chinese culture in the form of kinship or Guanxi is the basis for innovative behavior. The innovation carried out during the Covid-19 pandemic was a kinship network formed with six families and their social relations. It created a joint business network to organize the supply of goods with a pattern of borrowing stock to reduce costs. With a kinship pattern in their social relations, Hendra can respond to customer needs by providing prices to customers that are competitive and able to outperform competitors. This kinship network also provides projects with supplies owned by each of the six kinship networks. This is in accordance with what was narrated by Hendra:

*"In the Covid-19 pandemic, I received an order from a sister shop that we have a business relationship with. Of course, in fulfilling this order, we got a lot of help for stock loans because cash flow was tight in Covid-19 Pandemic. This is indeed appropriate with Chinese ancestral culture that our ancestors came to Indonesia on the same boat, so when they got off the boat they had to look after each other as if they were on the same boat."*

This kinship relationship also shapes behaviors in the competitor orientation. In overcoming competition in the Covid-19 pandemic, kinship relationships or Guanxi help to maintain cash flow and provide bailout funds so that business operations run well and continue to serve customer needs with a complete and affordable stock of goods. The pattern of borrowing stock or bailout funds provides a wide range of adequate cash flow in providing payment terms to consumers and reducing costs to suppliers. In inter-functional coordination, the efforts made by Hendra were the initiation to form a supermarket business in a joint building business with his kinship network. In the implementation of entrepreneurship, inter-functional coordination is formed from the value of trust in Chinese culture in collaborative networks with business partners. Online marketing is carried out in a network of business collaboration groups in the form of offering collaborative projects.

### **Case Study: Yuli**

Yuli is a Chinese entrepreneur who owns a Bakmi restaurant business in the Bekasi area and is currently expanding into the beverage business which she runs through her family network. Yuli's noodle business is a family business that has been passed down from generation to generation. In her narrative:

*"This noodle business is a business started by my mother, originally in the Surabaya area. Due to fire at business premises, we moved to Samarinda and eventually to Balikpapan because the city was bigger, and opportunities opened. We moved to Bekasi when my child was in elementary school. I opened this business by using family recipes, especially inherited family noodles which were inherited from my mother. My mother also helps in the operations of my*

*business, even ensuring that the flavors are appropriate. Apart from being a family recipe, the choice to sell noodles is also an attempt to inherit Chinese culture in food.*

In the Covid-19 pandemic era, the noodle shop retail business experienced several months of closure. In this case, Yuli configured her market orientation by changing the market orientation in the era of the Covid-19 pandemic. Customer orientation is carried out by opening a home-cooked catering business, one of which is continuing to sell specialty noodle dishes. This home catering effort is carried out online through customer and kinship networks. Yuli also utilized her social relations and kinship to design catering menus that suit customer needs. She often received an order for a catering menu design outside of the routine dishes she made. The catering menu is also prepared based on the history of menus chosen by customers in previous retail stores.

Innovative behavior is also manifested in behavioral elements of market orientation in creating innovative menus by utilizing technological advances without abandoning the characteristics of Chinese food, which is a unique legacy of entrepreneurship. Yuli's business customers are 95% Muslim customers. Yuli emphasized the importance of forming trust values. To convince her target customers, Yuli opened opportunities for the customers to see the process of making the food. This fundamental belief is used by Chinese entrepreneurs in innovative behavior in the customer orientation. The formation of relational relationships based on trust is in accordance with Chinese cultural values (Rahayu, 2013) that formed as an effort to maintain the business during the Covid-19 pandemic. Cultural values act as a central element for building a belief system in entrepreneurship.

The essence of entrepreneurship demonstrated in Yuli's business shows that the value of trust forms an institutional system in entrepreneurship. Running a home catering business as well as a food retail shop that emphasizes family heritage menus shows an effort to regenerate the business in a market orientation. In the competitor orientation, this is manifested in maintaining the legacy of family recipes and food quality. Her entrepreneurial choice focuses not on a massive business expansion but on niche markets. To maintain the quality of taste in which the market orientation is a long-term focus, the market chosen is a niche market, meaning it only relies on its network of kinship relationships and limits the quantity of production each day despite the variety and high customer demand. The niche market, in this case, is limited to customer segmentation, namely home cooking with a noodle heritage menu and a specific target market within the circle of loyal customer kinship networks. In competitive orientation, the factor of business regeneration underlies a proactive attitude. In carrying out her entrepreneurship, limiting the number of menus produced each day where only family members are involved in the production of catering food formed as an effort to protect the originality of the menu and retain customers in market competition and a strategy in competitor orientation.

In customer orientation and competitor orientation, Yuli shows innovative behaviors by forming cultural entrepreneurship, which aims not only to protect the family's cultural heritage but as

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an effort to respond to market needs and outperform competitors which provide financial values through her unique cultural characteristics. The formation of cultural entrepreneurship that emerged from implementing strategic market orientation demonstrated by Yuli provides an effort to maintain entrepreneurship during the market crisis.

In inter-functional coordination orientation, the market orientation configuration used online mode in the form of social media in marketing. Daily menu information is carried out via broadcast on networking groups connected on social media. Creative content is also created to show the food production process to increase the level of consumer confidence that the food meets the halal standards.

### **Case Study: Lisa**

Lisa is a Chinese entrepreneur who has been in the shoe sales business in Rengasdengklok, Karawang since 1983. The choice of business in Rengasdengklok, Karawang started with information provided by family relatives. This is as narrated by Lisa:

*“This business started as an inherited business from my parents. My parents started a business in Rengasdengklok, Karawang based on information from my aunt that Rengasdengklok was a strategic area. Rengasdengklok oversees the sub-districts, because from Cikarang, Muara Gembong, Batu Jaya, Cabang Bungin, Pakis Jaya”.*

In the Covid-19 pandemic era, Lisa's customer orientation configuration in entrepreneurship illustrates the Chinese cultural value, namely Ho Peng, on trust in business relationships. Customer orientation configuration lies in collaborative efforts with trusted business relations in supplying goods according to orders. The pandemic era forced Lisa's entrepreneurship to change the pattern of ordering goods, usually done by taking stock on a large scale from main suppliers. The change made is by creating collaborations related to custom orders with trusted relationships, namely small suppliers who already have long-standing relationships. Stocks are ordered only according to customer needs and are adjusted to seasonal order needs, such as at the beginning of school or holiday seasons, such as Eid. Lisa adjusted the pattern of cooperation with her suppliers by focusing on product development oriented to customer needs.

To outperform competitors from the competitive orientation, Lisa's business has had loyal customers for 40 years. During the Covid-19 pandemic, efforts were made to offer loyal customers an installment purchase offer based on the value of trust. This is done by utilizing a network of relationships formed from trust and carefully realizing forms of innovation in entrepreneurial ventures. A form of trust is given in the form of providing installments to customers with a lower level of risk and low costs. In inter-functional coordination of market orientation, online marketing and sales are via social media. Sales diversification is also carried out by bundling shoe packages with other products, such as toys and food.



## **Discussions**

Based on the exploration of the three case studies, the uniqueness of each case study was taken with the similarity of themes in the market orientation strategies of the three entrepreneurs. The Covid-19 pandemic has brought about changes and turbulence in the entrepreneurial environment. Exploration of the three case studies shows the similarity that cultural values are a resource that shapes innovative behavior, which is manifested in three behavioral elements of market orientation. Culture can shape a company's competitive advantage (Azeem *et al.*, 2021; Arsawan *et al.*, 2022) and efforts to realize cultural values as a resource for entrepreneurial legitimacy (Gehman & Soublière, 2017) by establishing a market orientation strategy in customer orientation, competitor orientation, and inter-functional coordination. The findings of this research align with research conducted by (Kirca *et al.*, 2005; Najib *et al.*, 2020; Pascual-Fernández *et al.*, 2023) that culture can predict market orientation strategies in entrepreneurship.

From a methodological standpoint, these research findings are relevant to research by Poerwanto *et al.* (2022) that showed that market orientation has a significant effect on the performance of a company while also significantly influencing exploration innovation and exploitative innovation. The findings of this research provide an empirical model that distinctive culture is an antecedent that shapes innovative behavior in the form of market orientation consequences. This aligns with the strategic orientation concept of Narver & Slater (1990), which states that market orientation is a culture in the organization. This research shows that the cultural values possessed by Chinese entrepreneurs encourage the formation of innovative behavior, which encourages the emergence of cultural entrepreneurship from implementing strategic market orientation during market turbulence or market crisis. This aligns with the findings of Na *et al.* (2019) and Abbu & Gopalakrishnan (2021) that innovation is a myriad of behaviors and an organization where an innovative culture will pursue and encourage market orientation rewards. The strategic market orientation pursued by Chinese Entrepreneurs comprises innovative behavior embodied in behavioral elements of customer orientation, competitor orientation, and inter-functional orientation, leading to the creation of cultural entrepreneurship. This aligns with research findings by Halim *et al.* (2019) that culture is an important component in forming innovation through interconnected relationships in organizational learning and encouraging innovation and creativity.

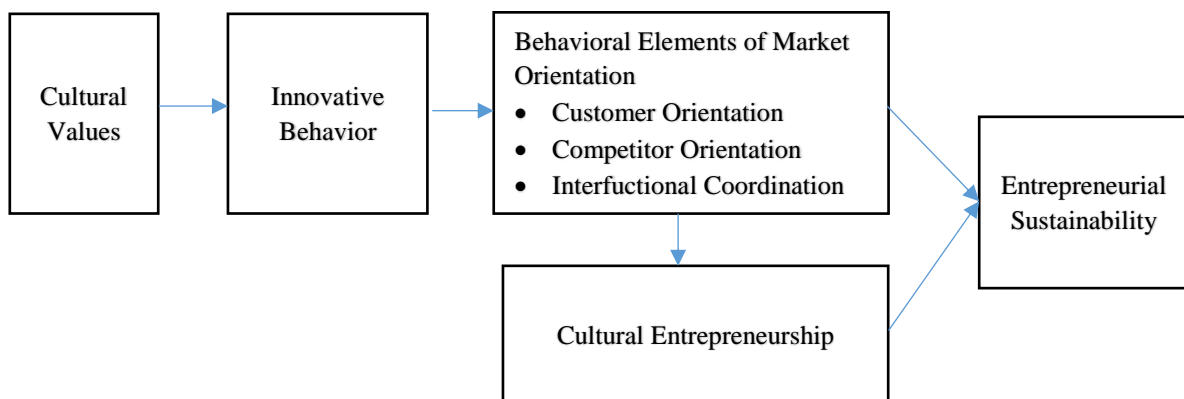
In behavioral elements of market orientation, the ability to respond to customer needs and exploit the market, the ability to be responsive towards the competitors, and business process integration for customers in the Pandemic era is realized from innovative behavior which is manifested from the cultural values possessed by Chinese entrepreneurs, namely Guanxi, Ho Peng, trust, and kinship. Adaptive and innovative capabilities demonstrate customer orientation, competitor orientation, and inter-functional coordination by developing business models and new products and services developed by the three Chinese entrepreneurs. Entrepreneurial business models and the development of new

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products and services as a market orientation strategy are forms of cultural entrepreneurship that emerge from the innovative behavior of entrepreneurs. The strategic market orientation strategy, manifested in customer orientation, competitor orientation, and inter-functional orientation, leads to the formation of cultural entrepreneurship, where in this research, Chinese entrepreneurs use cultural resources as legitimacy in exploring and adopting innovative ideas and business models for entrepreneurial sustainability. This is in accordance with the understanding of cultural entrepreneurship regarding the use of resources, namely culture, in validating new ideas and businesses (Gehman & Soublière, 2017).

The findings of this research show that cultural values act as an innovation resource related to the creation or adoption of ideas or business models, which are demonstrated in the form of innovative behavior that encourages market orientation strategies in customer orientation, competitor orientation, and inter-functional coordination towards to the emergence of cultural entrepreneurship. This finding is in line with the understanding of the concept of innovative behavior, namely activities that lead to the exploration of expressing innovative ideas using resources, knowledge or adopting the application of knowledge that is already owned (Afriyie *et al.*, 2019; Malibari & Bajaba, 2022; Stephan, 2022). The findings of this research are also in line with research conducted by Laily & Wahyuni (2023) that innovative behavior is encouraged, one of which comes from cultural background in a continuous and gradual innovation process This research strengthens the concept of market orientation according to Narver & Slater (1990) that market orientation is a manifestation of organizational culture and innovative behavior (Genc *et al.*, 2019; Schulze *et al.*, 2022) with characteristics that suit customer needs.

The empirical results framework for the configuration of behavioral elements of market orientation for Chinese entrepreneurs is visualized in **Figure 1**. Behavioral elements of market orientation of chinese entrepreneurs.



**Figure 1. Behavioral Elements of Market Orientation of Chinese Entrepreneurs**  
*Source: Empirical Framework by Author (2023)*

Based on the empirical framework model above, the research propositions are made as follows:

**Research Proposition 1.:** Cultural values will significantly affect the formation of innovative behavior

**Research Proposition 2.:** Innovative behavior emerged from cultural values will significantly affect the configuration of behavioral elements of market orientation.

**Research Proposition 3.:** Behavioral elements of market orientation will significantly affect the the creation of cultural entrepreneurship.

**Research Proposition 4.:** Behavioral elements of market orientation will significantly affect the entrepreneurial sustainability.

**Research Proposition 5.:** Behavioral elements of market orientation will significantly affect the entrepreneurial sustainability mediated by cultural entrepreneurship.

**Research Proposition 6.:** Cultural Entrepreneurship will significantly affect the entrepreneurial sustainability.

## CONCLUSION

This research provides development on the concept of strategic orientation and cultural entrepreneurship that the culture inherent in entrepreneurs shapes innovative behaviors in strategizing the behavioral dimensions of market orientation of pursuing opportunities and creating business opportunities by making business models, products, and services through the creation of cultural entrepreneurship to attain the entrepreneurial sustainability in a market crisis. This research provides development on the strategic orientation that cultural values act as strategic resources that require entrepreneurs' ability in the application management functions and strategic decision-making for a competitive advantage. Research findings provide development of the idea that the formation of innovation is based on the characteristics of cultural values. Strategic orientation is unidimensional or multidimensional (Hidayat *et al.*, 2016). It is based on the cultural context in a synthesis that becomes an antecedent to entrepreneurial sustainability through its implications for market orientation and the formation of cultural entrepreneurship.

The implications of this research show that market orientation forms cultural entrepreneurship that emerges from cultural phenomena and innovation culture in realizing entrepreneurial sustainability. The conceptual framework produced in this research provides direction for the development of further research aimed at empirically testing the involvement of cultural values as a factor influencing the formation of innovation behavior, which is reflected in the behavioral dimensions of market orientation and the formation of cultural entrepreneurship for entrepreneurial sustainability. Research reveals the perspective of cultural values as a theoretical catalyst through the rationality of cultural values in strategic orientation, namely market orientation and the formation of cultural entrepreneurship.

The practical implication of this research is that local governments can use a small business development model in the form of coaching and empowerment programs referring to research results related to the use of cultural values in market orientation and the creation of cultural entrepreneurship. This research is limited to exploring themes that emerge from the case studies. Future research can

perform an empirical test of the model formed in this research in the context of Chinese entrepreneurs, especially in the setting of an entrepreneurial environment that is experiencing changes or turmoil, to obtain a generalization of the results.

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