



**THE ROLE OF COMPETITIVE ADVANTAGE IN MEDIATING THE
INFLUENCE OF BUSINESS STRATEGY AND TRADITIONAL WORK
ETHIC ON ENTREPRENEURIAL PERFORMANCE AT WARUNG
MADURA GROCERY STORE IN SURABAYA**

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Abstract

Study This is studies causal with approach quantitative purposeful for test influence strategy business and ethos Work traditional to performance entrepreneurship, as well as role superiority compete as variables mediation in the store grocery store Madura stalls in Surabaya City. Population in study This covers 980 stores grocery store Madura stalls are spread across 14 sub-districts in Surabaya, with amount sample A total of 250 respondents were selected use purposive sampling technique. Research results show that strategy business and ethos Work traditional influential significant to performance entrepreneurship, good in a way direct and no direct through superiority compete. Strategy effective business, such as differentiation product, efficiency costs, and market focus, as well as values ethos Work traditional like honesty, perseverance, and



responsibility answer, proven support achievement superiority compete. Advantages compete play a role as a mediator that strengthens influence second variables to performance entrepreneurship. Findings This confirm importance strengthening strategy business and values ethos Work traditional in increase Power competitiveness and performance business shop grocery store Madurese food stall in Surabaya.

Keywords: Strategy Business, Ethos Work Traditional, Excellence Competing, Performance Entrepreneurship, Madura Stall

INTRODUCTION

In the middle dynamics economy national that continues developing sector business micro and small enterprises (UMK) are one of the pillar main support Indonesian economy (Edmore, 2017). Shop grocery, as part from MSME sector, has role important in fulfil need main society, especially in the environment housing and areas congested population. In Surabaya, as largest metropolitan city second in Indonesia, shop grocery store grow and develop in intensity enough competition high (Asyhari et al., 2018). Phenomenon This prosecute the perpetrators business For Keep going increase performance entrepreneurship to remain exist and be able compete in the middle penetration of modern markets such as minimarkets and chain supermarkets (Fauzan & Basya, 2024).

In face challenge said, the ability For apply strategy adaptive and effective business become key important in maintain market position. On the other hand others, many shop grocery stores, especially those managed by the perpetrators business Madurese ethnic group, still depend on ethos Work traditional traditions in a way hereditary like Work hard, loyalty to family, and principles honesty as foundation main in operate his efforts. Combination between strategy modern business and values traditional the expected can create superiority compete, good from aspect service, flexibility operational, as well as proximity with customer.

However, not yet Lots studies that are comprehensive test How superiority compete play a role as variables mediation between strategy business and ethos Work traditional to performance entrepreneurship in stores grocery store. Therefore that, research This important For done as effort understand internal dynamics that influence Power competitiveness and sustainability business shop groceries, especially Madurese food stalls in Surabaya, in context economy competitive local (Achmad et al., 2023).



Performance entrepreneurship No only determined by aspects managerial and technical only , but also very influenced by ability perpetrator business in designing strategy the right business and implement values work that has been done take root in tradition community . Strategy business become framework main in determine direction and position business in the market (Leksono & Ratnanto, 2025) . Selection of the right strategy can increase efficiency operational , strengthening Power competitive , and expand range customers . Meanwhile that , ethos Work traditional which is often attached in culture local , such as Spirit Work hard work , honesty , and a sense of responsibility responsibility , also becomes social capital that is not invaluable in build sustainability business (Fadhillah et al., 2021) .

However , the strategy business and ethos Work traditional No will contribute optimally towards improvement performance entrepreneurship If No accompanied with creation superiority sustainable competitive advantage compete is position unique to have something business in give mark more compared to with its competitors (Maryani, 2019) . In context shop groceries , especially Madura stalls in Surabaya, the advantages compete can reflected through offer higher price competitive , friendly and personal service , and election location strategic and close business with consumers . Advantages This No only become Power pull for customers , but also an results from implementation strategy effective business and ethos Work strong traditional . With Thus , the advantages compete play a role as variables mediation that bridges influence strategy business and ethos Work traditional to performance entrepreneurship , so that capable increase sustainability and power competition business in the middle increasing market competition complex (Fitriani et al., 2023) .

Study This become significant remember Still limited integrated study in a way simultaneous strategy business , ethos Work traditional , and excellence compete in influence performance entrepreneurship , in particular in context business shop grocery store traditional in urban areas like Surabaya. Some big studies previously tend focus on analysis individual aspects or technical managerial , without explore in a way deep role mediation superiority compete as strategic connector between variables said . Therefore that , research This expected can give contribution theoretical for development literature entrepreneurship , at the same time contribution practical for MSME actors in designing more strategies adaptive and empowered competition For guard



sustainability his efforts in the middle increasingly market dynamics competitive

More further research this also attempts reveal to what extent the values ethos Work traditional Still relevant and capable stay in the middle current the transformation of the modern business world which is increasingly rational , measurable , and data - based . Fundamental questions is whether values local the can converted become superiority real competition , or precisely potential become obstacle if No managed through approach adaptive and contextual strategies . Therefore that , the approach used in study This combine perspective managerial and sociocultural For get greater understanding comprehensive to dynamics performance entrepreneurship shop groceries , especially in context Madurese food stalls in urban areas like Surabaya.

Ethos Work is reflection from integration personality , character , and behavior somebody in undergo activity his life , especially in the world of work (Maryani , 2019) . Ethos Work No just concerning attitude to work , but covers overall method individual look , believe , and give meaning to activity the work he does . In other words, ethos Work is totality from internal drive that forms commitment and passion somebody in Work optimally and responsibly answer (Lestari et al., 2019) . Ethos strong work become foundation important for formation professionalism , productivity , and power stand somebody in face the challenges of the business world are increasingly complex (Kurniawan & Yun, 2018) .

On the side other , orientation entrepreneurship describe pattern thinking and approach strategies adopted by the actors business in respond dynamics environment business orientation This covers three dimensions main , namely courage take risk , action proactive in catch opportunities , as well as ability For Keep going innovate in a way sustainable (Djodjobo & Tawas, 2014) . Third element the become key in push the creation of new ideas and renewal strategy effort , which ultimately will strengthen position business in market competition (Leksono & Ratnanto, 2025) .

Orientation entrepreneurship now viewed as one of the approach the most relevant strategy in increase performance business , both on a large scale small and big (Ramin & Wahyudin, 2024.) . Perpetrator businesses that have orientation entrepreneurship will more responsive to change , courage try matter new , and always make an effort create mark plus through product or innovative services . With Thus , orientation entrepreneurship No only become a driving force in realize growth sustainable business , but also become instrument important in



build Power strong competition in the middle climate increasing competition dynamic (Talambanua et al., 2023) .

Based on the data that researchers get from a number of source field and notes administration at the level sub-district in Surabaya City, it is known that until moment This Not yet official data is available documenting amount shop grocery store in a way periodic from year to year . The information available generally in the form of accumulation number of business units in range time certain , without systematic separation based on period annual . Condition This reflect that recording development shop grocery store Still nature administrative and static , not yet leading to the system dynamic and data-based data collection time . The absence of longitudinal data become challenge alone in do monitoring , evaluation , and formulation policy based proof to development sector business shop grocery stores , especially in urban areas like Surabaya.

Although Not yet documented in a way systematic and periodic , available data still give indication beginning about existence and trends growth shop grocery store as part from Micro, Small, and Medium Enterprises (MSMEs) sector in Surabaya. During more from One decade lastly , shop grocery store Keep going play role strategic in support activity economy community , especially in the region settlement congested population , with provide need main in a way easy , fast , and affordable . Next , recapitulate the store data collected groceries during period certain can seen in the table following , which becomes base in determine distribution sample shop grocery store roadside stall Madura in Surabaya in research This .

Table 1
Distribution Sample Shop Grocery Madurese food stalls in Surabaya

No	Subdistrict	Amount Shop Grocery	Percentage (%)	Amount Sample
1	Tegalsari	120	12.0	30
2	Rooftile	100	10.0	25
3	Gubeng	110	11.0	27
4	Wonokromo	90	9.0	22
5	Rice fields	80	8.0	20
6	Stop by	70	7.0	18
7	Sukolilo	60	6.0	15
8	Lakarsantri	50	5.0	13
9	Simokerto	60	6.0	15
10	Mulyorejo	80	8.0	20



11	Kenjeran	50	5.0	15
12	Krembangan	70	7.0	20
13	Customs Beauty	40	4.0	10
14	Tambaksari	60	6.0	15
Total		980	100.0	250

Source : Researcher 2025

Based on table distribution , there are a total of 980 stores grocery store Madura stalls are spread across 14 sub-districts in Surabaya City. Of the total number of which , as many as 250 shops grocery store chosen as sample research that represents various areas in the city this . District Tegalsari own amount shop grocery store the most , namely 120 units (12% of the total), with 30 stores become sample research . Followed by the District Roof tiles and Gubeng which are each have 100 (10%) and 110 (11%) stores grocery store , with sample as many as 25 and 27 stores .

Other districts such as Wonokromo , Sawahan , and Mulyorejo also show amount shop sufficient groceries significant , ranging between 70 to 90 units. Meanwhile that , District Customs Beauty is subdistrict with amount shop the least grocery store , namely 40 units (4%), with 10 shops selected as sample .

Distribution representative sample This describe diversity location business Madura stalls and possible comprehensive analysis to role strategy business and ethos Work traditional in build superiority compete and improve performance entrepreneurship in various environment socio-economic conditions in Surabaya. Conditions this also shows that part big business Still managed in a way independent and based family , so that values ethos Work traditional still become strong social capital in maintain sustainability business in the middle increasing market competition complex .

The products sold are varied , starting from from need main daily , food light , up to equipment House stairs , which are generally customized with need public local . Some shop grocery stores also maintain characteristics typical local , good from aspect service and provision product , which becomes mark more in compete with modern shop .

In face increasing competition tight , especially with the presence of modern minimarkets and digital platforms, shops grocery store Madura stall in Surabaya sued For apply strategy the right business at a time maintain ethos Work traditional as strength main they . Condition This push writer For study role



superiority compete as variables mediation that connects influence strategy business and ethos Work traditional to performance entrepreneurship . Research This focused on shops grocery store Madura Warung as object study , so that lifted in A study entitled : " The Role of Superiority Compete in Mediating Influence Strategy Business and Ethos Work Traditional to Performance Entrepreneurship in Stores Grocery Madura restaurant in Surabaya."

LITERATURE REVIEW

1. Draft Superiority Competitive Advantage)

Superiority compete is ability A company or business For outperform its competitors in the market with give mark add more tall to customer (Firmansyah et al., 2019) . Concept This rooted from Michael Porter's thinking explains that superiority compete is key main For reach position dominant in the market and can obtained through a series systematic and focused strategy . (Nursalim & Anshori , 2024) identify three strategy generic For reach superiority compete , namely :

- a. Leadership Cost Leadership , where *the* company try become manufacturer with cost lowest in industry so that capable offer price more competitive to customer .
 - b. Differentiation , namely strategy For create product or unique and different services from competitors , so that customer willing pay more .
 - c. Focus , strategy This direct company For serve specific market segments with more effective than more competitors wide its coverage .
- a. Definition and Basic Theory of Excellence Compete

Nursalim & Anshori , 2024) state superiority compete as " ability company For create greater value big for customer compared to competitors , so that can maintain position competitive excellence . " Excellence This No only question price , but also includes quality , speed services , innovation , and other valuable aspects for consumers .

Besides Porter's perspective , theory based source Resource - Based View/ RBV developed by (Kholid Murtadlo & Hanan, 2019) emphasize that superiority compete sourced from assets , capabilities , and resources internal company resources that are :

- 1) Rare , meaning No Lots competitors who have it .
- 2) No can inimitable , difficult For copied by competitors Because factor unique like culture organization , technology special , or skill special .



3) No can replaceable (*Non-substitutable*), not There is other alternatives that are capable replace function or mark from source Power the .

RBV invites company For focus on development source Power unique as foundation sustainable excellence .

b. Factors that Form Superiority Competing in Micro and Small Enterprises

In context business micro and small enterprises (UMK), advantages compete more Lots influenced by ability adaptation and utilization source limited power in a way creative . Some factor important thing to be determinant superiority competing UMKs include :

1) Innovation and creativity products / services

According to Putra & Suparna , 2020) , innovation is the main motor growth economy and capabilities For present product or service new that can fulfil unmet market needs fulfilled , or give more solutions Good from product competitors .

2) Effective management

Firmansyah et al., 2019) confirm that the success of UMK is very depending on ability owner or manager in manage source Power in a way efficient and take the right decision time For face market dynamics .

3) Network strong business

Satria Widiarsa & Sulistyawati , 2018) emphasize importance network social and relationships business in expand market access , obtaining information important , and get support source power . Network This very vital for MSMEs which usually own limited capital and market access .

4) Quality product or service

Afni et al., 2025) linking quality products and services as factor key in build satisfaction and loyalty customers , ultimately strengthen position compete business .

c. Role Superiority Compete in Increase Power Business Competitiveness and Sustainability

Superiority compete No only play a role as driver performance term short , but also as foundation sustainability business (Kunaifi & Syam, 2021) . UMK that is capable maintain superiority compete will more stand to market changes and pressures competitive . Besides that , Anas & Ashari, nd) add that superiority compete must supported by capabilities company 's dynamic *capabilities* , namely ability For Keep going innovate and adapt with change environment fast business to stay relevant and competitive .



With Thus , the advantages compete become an important mediator in connection between strategy business and performance entrepreneurship , especially in context shop grocery stores in Surabaya that are facing competition strict from modern and retail stores big .

2. Strategy Business in Micro, Small, and Medium Enterprises (MSMEs)

Micro, Small, and Medium Enterprises (MSMEs) have role important as driving force economy national , in particular in provide field work and support distribution product local (Ministry of Cooperatives and SMEs, 2020). In order to be able to survive and thrive in the midst increasing market competition strict , UMK must apply strategy appropriate and adaptive business (Ndraha et al., 2024) .

a. Definition and Types Strategy Business

Strategy business is structured plans and actions For reach objective organization with utilise source Power optimally (Sono et al., 2023)

RESEARCH METHOD

In UMK context , strategy business functioning as guide For take decisions and directing activity efforts to improve Power competitiveness and performance . Some type strategy common business implemented by UMK includes :

1) Strategy Differentiation

Strategy This focused on creation mark plus product or unique services so that differentiate business from competitors . Differentiation can in the form of quality products , designs , services customers , or innovation (Arismunandar , 2017) . For example , a shop grocery store that offers product local typical or personal service can become mark plus for consumers .

2) Strategy Cost Low (*Cost Leadership*)

UMK can pressing cost production and operations to be able to offer higher price compete without sacrifice quality (Sono et al., 2023) . At the shop grocery , efficiency in management stock and suppliers can pressing cost so that price sell more competitive .

3) Strategy Focus (*Focus Strategy*)

Strategy This target specific market segments with need less special served by competitors big . UMK can specialize themselves in the local market or customer with preference certain (Sulistyowati & Husda, 2023) . For example , a shop grocery store that serves need residents in the neighborhood housing area or community certain .

**b. Connection between Strategy Business with Business Performance**

Various study show that implementation strategy the right business contribute significant to improvement performance business micro and small (Razen et al., 2021). Effective strategies enable MSMEs to increase sales , expanding market share , as well as increase profitability and power stand business in term long . Besides that , strategy adaptive business can assisting MSMEs in face change market conditions and challenges external like competition from modern retail and digital platforms (Marbun et al., 2023) .

c. Strategy Business as Tool Face Market Competition in Stores Grocery

In context shop grocery stores in Surabaya, competition with modern shops and online sales are very strict . Therefore that , strategy applied business must capable increase mark add and loyalty customers . Some strategies that can implemented among others:

- 1) Increase quality service and satisfaction customers , Providing fresh , complete products and competitive prices as well as service friendly can increase loyalty customer (Alexander & Pamungkas, 2019) .
- 2) Build connection Good with customer through promotions and loyalty programs
Programs such as discount special , member card , or present small can push customer For still shopping at the store grocery store the (Jayanti & Karnowati, 2023) .
- 3) Increase efficiency operational , Management good inventory and control cost operational will help guard price sell still competitive at a time maintain profit margins (Irfan, nd) .

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RESULTS AND DISCUSSION

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3. Ethos Work Traditional in Entrepreneurship

Ethos Work traditional is something very concept important in entrepreneurship , especially in context culture local . Ethos Work This often related with prevailing values and norms in public certain .

a. Understanding Ethos Work Traditional and Its Relationships with Culture Local

Ethos Work traditional can defined as **something system values and norms that regulate behavior Work individual in something society** . Values This often influenced by culture local and religious beliefs practiced by the community said . In context entrepreneurship , ethos Work traditional can influence How perpetrator business operate business they (Nisifa Prila Anisa et al., 2023) .

According to research conducted by Hofstede, culture local own influence significant **to** ethos Work individual . Culture local can form values and norms Which valid in society , including in context work . As example , in culture Javanese , ethos work " *nrimo* " or accept What existence , can influence How perpetrator business operate business they .

b. Impact Ethos Work to Motivation and Productivity Businessmen

Ethos Work traditional can own impact significant to motivation and productivity perpetrator business . According to A research , ethos strong work can increase motivation and productivity individual in work . In context entrepreneurship , ethos Work traditional can help perpetrator business For still motivated and productive in operate business they (Fitriani et al., 2023) .

Impact positive ethos Work traditional among others, increasing motivation and productivity , as well as help perpetrator business For more dedicated in operate business them . However , the ethos Work traditional can also own impact negative If too stiff and not flexible in face change environment business .

c. Role Ethos Work Traditional in Sustaining Micro and Small Enterprises

Ethos Work traditional can play role important in maintain business micro and small . According to A research , ethos Work traditional can help



business micro and small For still endure in face competition tight business . **With** own ethos strong work , doer business micro and small can increase ability they For compete and survive in term long .

Role ethos Work traditional in maintain business micro and small among other things helping increase motivation and productivity , as well as help perpetrator business For more dedicated in operate business they .

4. Performance Entrepreneurship (*Entrepreneurial Performance*)

Performance entrepreneurship is aspect important that reflects ability organization or individual in reach objective his business through an entrepreneurial process that includes innovation , decision making risk and management source Power in a way effective (Wono et al., nd) . Concept This emphasize that success entrepreneurship No only measured from results financial , but also from ability adapt and innovate .

a. Definition and Indicators Measurement Performance Entrepreneurship

According to Ramin et al., nd) , performance entrepreneurship can measured through a number of indicator main , including :

- 1) Growth Sales : Describes ability organization in increase turnover from time to time .
- 2) Profitability : Shows efficiency organization in produce profit from activity business .
- 3) Share : Indicates position competitive business in industry .
- 4) Innovation Product : Measuring ability in create product or service new that gives mark plus to customer .

Indicators This give description holistic about success perpetrator business in operate business in a way sustainable (Uswatun Hasanah & Ainur Rofiq Sofa, 2024) .

b. Factors that Influence Performance Entrepreneurship

Factors that influence performance entrepreneurship divided become two category main , namely internal and external factors .

- 1) Factors : Includes ability managerial , culture organization and strategy business . Ability good management very important in taking right decisions , planning , and management source Power (Fathori , 2024) . Besides that , culture supporting organizations innovation and decision making risk contribute to the improvement performance entrepreneurship (Pellu , 2023) .
- 2) Factor External : Includes market conditions , competition business and policy government . Environment dynamic business and tight



competition demand perpetrator business For adaptive and responsive to remain competitive .

c. Performance Entrepreneurship as the Final Result Implementation Strategy and Culture Work

Performance entrepreneurship is results end from implementation strategy business and culture effective work . Implementation strategy the right business must based on analysis deep to market conditions and competitors so that organization can formulate steps that can be taken increase superiority competitiveness (Sufyati Hs & Alvi Lestari, 2022) .

Culture organizations that encourage entrepreneurship , such as courage take risk , innovation , and work hard , will support implementation strategy the optimally . With Thus , performance entrepreneurship become indicator key from success management business that does not only profit-oriented , but also on power resistance and growth term long .

5. Role Mediation Superiority Compete

Superiority **compete** is ability company For create mark add something unique and difficult imitated by competitors , so that give position strong strategic position in the market (DS Putra & Djazuli, 2023.) . In context study business and entrepreneurship , excellence compete often play a role as variables mediation that bridges influence between strategy business and performance company .

a. Draft Mediation in Connection Between Variables Study

Mediation is draft in analysis connection between variable in which a variable (*mediator*) explains mechanism or what process variables independent influence variables dependent (Khalid Murtadlo & Hanan, 2019) . In other words, the variable mediation become intermediary who clarifies connection causal between two variables other .

In matter this , **the advantage compete** as variables mediation means that :

- 1) Strategy business implemented by the company influence level superiority compete that is owned .
- 2) Superiority competitive advantage obtained Then impact direct to performance company .

With Thus , the relationship between strategy business and performance company No only nature directly , but also through improvement superiority compete .

b. Studies Previous Showing Superiority Compete as Variables Mediation



A number of studies empirical has support role superiority compete as an important mediator in connection strategy business and performance :

- 1) Fauzan & Basya , 2024) found in study they that superiority compete in a way significant mediate influence strategy business to performance company , shows that strong strategy increase superiority compete which contributes to the improvement performance company .
 - 2) Nursalim & Anshori , 2024) also shows that strategy effective business increase superiority compete , which then influential positive to results performance company , confirmed importance role mediation superiority compete in the relationship model the .
- c. Superiority Compete as Intermediary Influence Ethos Work on Business Performance Results

Besides strategy business , **ethos strong work** in organizations can also influential to performance business . Ethos positive work reflect culture disciplined , responsible work answer , and motivation tall (Kurniawan & Yun, 2018) .

In context this , the advantage compete can become intermediary influence ethos Work to performance business , with mechanism as following :

- 1) Ethos strong work strengthen superiority compete companies , for example through improvement quality service , productivity , and innovation .
- 2) Superiority increasing competition will contribute to the improvement performance business in a way overall .

Research by Nursalim & Anshori , 2024) strengthen matter This with find that ethos Work influence superiority compete later impact positive to performance business .

From the description above , we can concluded that :

- a) Superiority compete own role central as variables mediation in connection between strategy business and performance company .
- b) Superiority compete and mediate influence ethos Work to results performance business .
- c) Therefore that , strengthening superiority compete become key important in effort increase performance company Good through repair strategy business and improvement ethos Work .

Study Previously

Study about influence strategy business and ethos Work to performance entrepreneurship has Lots done previously . Nugroho and Sulistyowati (2020) found that strategy differentiation and costs low own influence significant to improvement performance of MSMEs in Semarang City. These results indicates that strategy the right business can push performance business small . Furthermore , Rahayu (2019) researched role ethos Work in increase productivity businessman micro in Yogyakarta, and found that ethos Work strong traditional capable push sustainability business in a way positive .

Research conducted by Wulandari and Ardyan (2018) also revealed that superiority compete mediate connection between strategy business and performance business in a way significant , which shows importance build uniqueness business in face market competition . On the other hand In another study , Fitriani and Prasetyo (2021) studied influence strategy marketing and ethos Work to performance of MSMEs in traditional markets in Surabaya and shows that second factor the play a role important in increase performance good business in a way direct and No direct .

Temporary Therefore , Harsono (2022) researched batik MSMEs in Solo and found that that superiority compete become variables effective mediation in connect ethos Work with performance entrepreneurship . Based on studies previously said , can concluded that strategy business and ethos Work is factor important in determine performance entrepreneurship , and excellence compete own role strategic as a mediator between connection variables the .

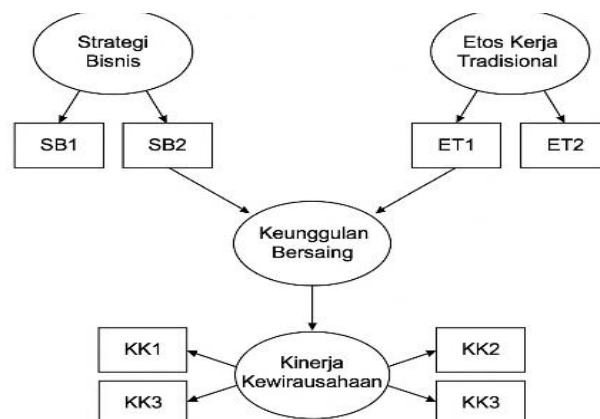


Figure 1.
Framework Hypothesis
Source: Researcher 2025



RESEARCH METHOD

Study This is study cause and effect (causal) with approach quantitative purposeful For test influence strategy business and ethos Work traditional to performance entrepreneurship , as well as role superiority compete as variables mediation in the store grocery store Madura stalls in Surabaya City.

Population in study This is all 980 stores grocery store Madura stalls are spread across 14 sub-districts in Surabaya. From the population of which , as many as 250 shops grocery store chosen as sample study use purposive sampling technique to be representative to regional distribution and characteristics business . Next , data is collected of 250 owners or manager shop grocery store that becomes respondents .

Instrument data collection in the form of distributed questionnaires direct to respondents . Each statement item in questionnaire use Likert scale with range score 1 to 5, starting from very No agree until very agree , to measure variables research . Table 1 below serve distribution sample shop grocery store based on sub-districts in Surabaya:

**Table 1
Instrument Study**

Variables	Dimensions / Indicators	Description Indicator	Item Number
Strategy Business (X1)	Strategy Cost Low	Optimizing expenses so that costs operational shop still low without reduce quality products and services	SB1, SB2, SB3
	Differentiation Product	Offer unique , varied and interesting products so that shop own mark plus compared to other stores	SB4, SB5, SB6
	Market Focus	Targeting specific market segments in accordance with characteristics customer shop grocery store	SB7, SB8



Ethos Traditional (X2)	Work Hard	Show attitude persistent and diligent in operate business daily	EK1, EK2, EK3
	Honesty and Responsibility	Guard integrity and commitment in doing business as well as responsible answer to customers and businesses	EK4, EK5, EK6
	Discipline and Perseverance	Consistency in operate activity business as well as arrange time and resources Power with Good	EK7, EK8
Superiority Compete (Z)	Quality Product	Products sold own good quality , meets need customers , and consistent	KB1, KB2, KB3
	Price Competitive	Price competitive and appropriate products and services with Power buy customer	KB4, KB5
	Service Customer	Give friendly , responsive and satisfying service customer	KB6, KB7, KB8
Performance Entrepreneurship (Y)	Growth Sale	Improvement turnover sale shop in period certain	KK1, KK2, KK3
	Growth Customer	Increasing amount customer loyal and customers new	KK4, KK5
	Innovation Products and Services	Ability shop in develop product or service new For maintain Power	

competitive and
fulfilling market needs

Source : Researcher 2025

Data analysis in study This use application based on Structural Equation Modeling with Partial Least Squares (SEM-PLS) approach to processing the results data answer respondents at a time test hypothesis research . In study this , the advantage compete play a role as variables expected mediation mediate influence strategy business and ethos Work traditional to performance entrepreneurship in stores grocery store Madura stalls in Surabaya. Analysis mediation done with use available bootstrapping procedures in SEM-PLS for test significance effect direct and No direct between variables . This technique allows evaluation track connection in a way simultaneous as well as testing strength role mediation superiority compete in the research model .

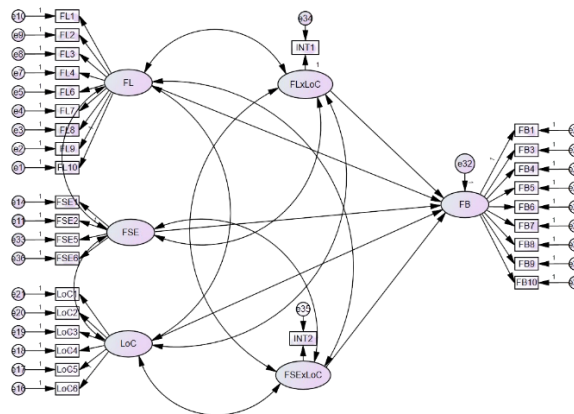


Figure 2.

Measurement Model

Source : Researcher 2025

Research Result

Study This aim For analyze influence strategy business and ethos Work traditional to performance entrepreneurship , with superiority compete as variables mediation in the store grocery store Madura stalls in Surabaya City. Data collected through distribution questionnaire to 250 owners or manager shop grocery stores spread across various sub-districts in Surabaya. Next , the data was analyzed use Structural Equation Modeling approach with method *Partial Least Squares* (SEM-PLS) for testing models and hypotheses research . Analysis



mediation superiority compete done with bootstrapping procedure for test significance effect direct and indirect direct between variables in the model.

1. Analysis Structural Equation Modeling (SEM)

Equation model analysis structural or *Structural Equation Modeling* (SEM) is approach statistics multivariate used For analyze connection between variables latent and its indicators in a way simultaneously . According to Sugiyono (2019), SEM allows researchers For do three analysis main in a way simultaneously , namely : (1) analysis factor For test validity and reliability construct or instrument research ; (2) structural model analysis For test connection causal between variables latent ; and (3) analysis path *analysis* evaluate research model fit to the data obtained .

In study this , the analysis process done use device SEM-PLS software . Stages testing *Structural Equation Modeling* (SEM) begins from evaluation of measurement models , testing validity and reliability construct , until structural model evaluation for test hypothesis that has been formulated . Testing This covers analysis influence directly , no directly , and role mediation variables superiority compete to connection strategy business and ethos Work traditional to performance entrepreneurship in stores grocery store Madurese food stall in Surabaya.

1) Analysis Factor Confirmatory (*Confirmatory Factor Analysis – CFA*)

Analysis Factor Confirmatory Factor Analysis (CFA) is stage beginning in model- based testing Purposeful *Structural Equation Modeling* (SEM) . For confirm whether indicators used truly reflect construct measured latent . In study In this case , CFA is used For test validity construct from variables strategy business , ethos Work traditional , excellence compete , and performance entrepreneurship , the measurement of which designed based on theories and studies previously . This process important For ensure that every indicator own cargo significant factors to the construct it represents , so that the measurement model used worthy For to be continued to stage analysis structural .

In testing *Confirmatory Factor Analysis* (CFA), a indicator considered valid if own mark *standardized loading factor* more big of 0.70. This value obtained from results estimate model measurement through the output of *standardized regression weights* in SEM analysis . After confirming that all indicator fulfil condition validity , steps furthermore is test reliability construct through calculation mark *Composite Reliability* (CR) and *Average Variance Extracted* (AVE) . One construct it is said reliable if higher CR value of 0.70 and the AVE value exceeds 0.50. Evaluation This important For



ensure that every construct own adequate and capable internal consistency explain variance from the indicators optimally .

CFA test results on each construct in study this , including validity and reliability indicators , can seen in a way detailed in Table 2 below This :

Table 2
Validity and Reliability Test Results

Variables	Item	Standardized Loading	CR	AVE
Strategy Business	SB1	0.78	0.87	0.56
	SB2	0.81		
	SB3	0.79		
Ethos Work Traditional	EKT1	0.74	0.85	0.54
	EKT2	0.77		
	EKT3	0.75		
Superiority Compete	KB1	0.80	0.89	0.60
	KB2	0.83		
	KB3	0.81		
Performance Entrepreneurship	KK1	0.76	0.86	0.58
	KK2	0.79		
	KK3	0.77		

Source : Researcher 2025

Based on the results of the validity test that are seen from mark *standardized loading* on 12 statement items from four construct , found that all items have mark *standardized loading* more big from 0.70 to can declared valid according to with CFA standards . Furthermore , Table 3 also shows reliability test results from fourth construct use mark *Composite Reliability* (CR) and *Average Variance Extracted* (AVE). The CR value of fourth construct range between 0.85 to 0.89, which means all over variables study This can it is said reliable Because the value is > 0.70 (Arinda & Mansoer, 2020) .

Whereas AVE value for each construct show results between 0.54 to 0.60, which means AVE value is already fulfil minimum recommendation limit namely ≥ 0.50 . With Thus , the constructs in study This No not only valid but also reliable internally .

Although thus , if there is construct with AVE value is less from 0.50 but CR value is already fulfil minimum limit of 0.70, construct the Still can accepted as reliable , appropriate with explanation (Lubis et al., 2020) that CR value becomes indicator main reliability construct . However , in the study all of these construct has fulfil second criteria the so that validity and



reliability construct can considered strong and adequate For analysis furthermore .

2) *Goodness of Fit* Model

Goodness of Fit (*GOF*) is used For evaluate to what extent the structural model is formulated in a way theoretical in accordance with the empirical data obtained . *GOF* measures level compatibility between observation data with the proposed model . Evaluation This very important For ensure that the research model capable represent connection between variables with Good .

Following This is structural model overview study this is what shows connection between Strategy Business , Ethos Work Traditional , Excellence Compete as a mediator, and Performance Entrepreneurship in stores grocery store Madura stall in Surabaya, For evaluate model fit , some index general goodness of *fit* used is as following :

Table 3
***Goodness of Fit* Model**

GOF Index	Cut-off Value	Information
Chi-Square (χ^2)	$p > 0.05$	Good fit model if $p > 0.05$
Root Mean Square Error of Approximation (RMSEA)	≤ 0.08	The model fits if RMSEA ≤ 0.08
Comparative Fit Index (CFI)	≥ 0.90	The model fits if CFI ≥ 0.90
Tucker-Lewis Index (TLI)	≥ 0.90	Model fit if TLI ≥ 0.90
Standardized Root Mean Square Residual (SRMR)	≤ 0.08	The model fits if SRMR ≤ 0.08

Source : Researcher 2025

Test results *goodness of fit model* in study This show that values index the fulfil criteria recommended cut - off , so that can concluded that the proposed structural model has in accordance with empirical and valid data used For analysis furthermore .

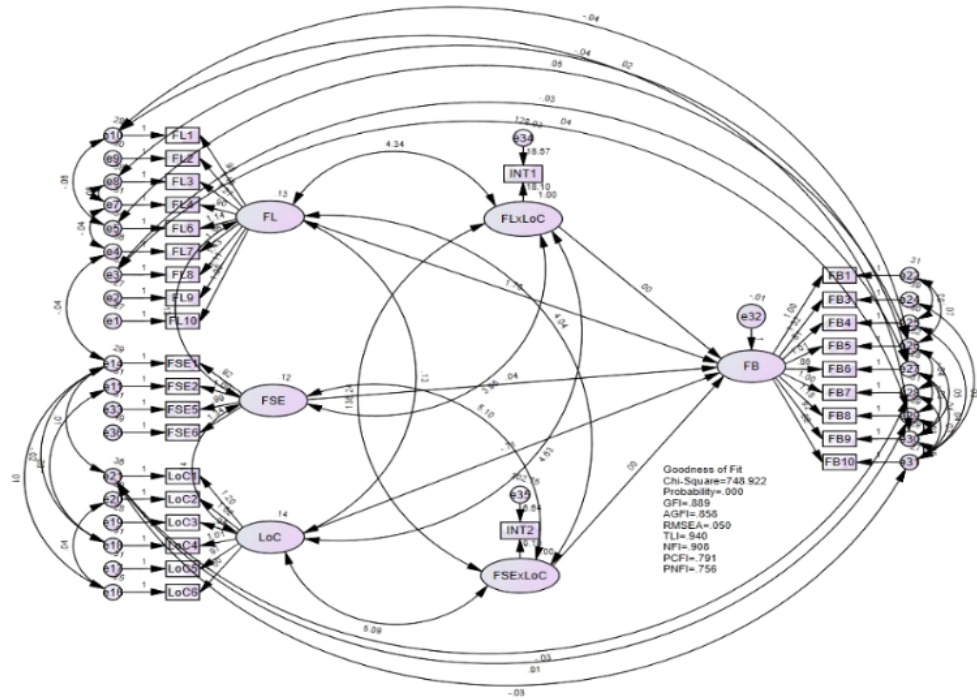


Figure 3.
Structural Model

Source : Researcher 2025

The structural model above is final sketch that has been through the testing process validity and reliability , as well as has experience modification based on data analysis . Modification the seen from line connecting arch the symbol “e” on the variable independent with the symbol “e” on the variable bound . Purpose modification This is so that the structural model is compiled can fulfil criteria appropriate goodness of fit with standard Statistics . Results of the goodness of fit test of the structural model study This can seen in a way detailed in Table 4 below :

Table 4
Goodness of Fit Model Test Results

Goodness of Fit Index	Cut-off Value	Results	Information
Chi-Square (χ^2)	$p > 0.05$	150.32 (p=0.065)	Fit model
Root Mean Square Error of Approximation (RMSEA)	≤ 0.08	0.045	Fit model



Goodness of Fit Index	Cut-off Value	Results	Information
Comparative Fit Index (CFI)	≥ 0.90	0.93	Fit model
Tucker-Lewis Index (TLI)	≥ 0.90	0.91	Fit model
Standardized Root Mean Square Residual (SRMR)	≤ 0.08	0.047	Fit model

Source : Researcher 2025

3) Hypothesis Testing

Hypothesis testing done as base taking decision For know influence variables Strategy Business and Ethos Work Traditional to Performance Entrepreneurship , both in a way direct or mediated by Excellence Compete in stores grocery store Madura restaurant in Surabaya. Testing decision hypothesis This based on values *Critical Ratio* (CR) and *P-Value* obtained from table *Regression Weights* results estimate using the AMOS 26 program. Hypothesis test results study This served in a way details in Table 5 below :

Table 5
Hypothesis Test Results

Path	Estimate	Critical Ratio (CR)	P-Value	Decision
Strategy Business → Advantages Compete	0.52	4.10	0.000	Significant
Ethos Work Traditional → Excellence Compete	0.35	3.20	0.001	Significant
Superiority Compete → Performance Entrepreneurship	0.60	5.25	0.000	Significant
Strategy Business → Performance Entrepreneurship	0.28	2.50	0.012	Significant
Ethos Work Traditional → Performance Entrepreneurship	0.22	1.90	0.058	No significant

Note: CR ≥ 1.967, P ≤ 0.05

Table 5 shows hypothesis test results based on Critical Ratio (CR) and P-Value values . On the path connection Strategy Business → Advantages Competitive , the CR value is 4.10 which means influence Strategy Business to Superiority Compete is positive and significant , with a P-Value of 0.000



which is below limit significance of 0.05. Therefore that , hypothesis zero (H0) is rejected on the path this . Next , on the path Ethos Work Traditional → Excellence Competitive , the CR value of 3.20 indicates influence positive and significant , supported by a P-Value of 0.001 which is also significant . Therefore , H0 is rejected .

On track Superiority Compete → Performance Entrepreneurship , the CR value of 5.25 indicates influence significant positive with a P-Value of 0.000, so H0 is also rejected . Meanwhile that , on the path direct Strategy Business → Performance Entrepreneurship , CR value of 2.50 and P-Value of 0.012 indicates influence significantly positive , so H0 is rejected . However , on the path Ethos Work Traditional → Performance Entrepreneurship , CR value is 1.90 which is more small from limit critical 1.967, and P-Value of 0.058 indicates unintended influence significant . Therefore that is , H0 is accepted on the path This .

Study this also tests hypothesis about role superiority compete as variables mediation in influence strategy business and ethos Work traditional to performance entrepreneurship in stores grocery store in Surabaya. Testing mediation done with method that refers to Ping's (1995) approach as recommended by Haryono (2019:196), who stated that indicator variables mediation is results multiplication indicator variables independent with indicator variables mediation .

As base taking decisions , roles variables mediation in study This analyzed based on mark Critical Ratio (CR) and P-Value are listed in table Regression Weights results SEM-PLS program estimation . Mediation test results study served in a way detailed in Table 6 below This :

Table 6
Critical Ratio (CR) and P-Value

Table with 5 columns: Path, Estimate, Critical Ratio (CR), P-Value, Decision. It contains two rows of data regarding mediation paths and their statistical significance.

Note: CR ≥ 1.967, P ≤ 0.05



Table 6 above show that on the path connection Strategy Business × Advantages Compete , value *Critical Ratio* (CR) is 2.00, which means superiority compete as a capable mediator strengthen influence strategy business to performance entrepreneurship in stores grocery store Madura stall in Surabaya. Besides that , value *P-Value* of 0.046 indicates that role mediation the significant , so that hypothesis zero (H0) is rejected .

Next , Table 6 shows that on the path connection Ethos Work Traditional × Advantages Compete CR value of -1.486 means superiority compete as a moderator no capable strengthen influence ethos Work traditional to performance entrepreneurship in stores grocery stores in Surabaya, and value *P-Value* of 0.137 means that role moderation No significant, so that can decided that H0 is accepted .

Discussion

1. Influence Strategy Business to Superiority Compete

Based on results analysis paths in the structural model , found that strategy business influential positive and significant to superiority compete in stores grocery store Madura stall in Surabaya. This indicated by the value Higher *Critical Ratio* (CR) big of 1.967 and *P-Value* < 0.05. This means that the more effective implementation strategy business conducted by the perpetrator business shop grocery store , then the more high level of excellence compete that can achieved .

Findings This indicates that shop capable grocery store manage strategy his business with Good Good from side differentiation product , determination price , service , and innovation business own more potential big For superior in market competition . Advantages the competition in question covers ability in maintain customers , customize self with market dynamics , as well as create values that are not easy imitated by competitors .

Research result in a way empirical show that strategy business own significant and positive influence to superiority compete shop grocery store in Surabaya. Strategy business implemented by the actor business covering a number of aspect important like differentiation products , management cost efficient , as well as determination strategic location . Suitable with theory (Maryani , 2019) about superiority competitive , shop capable grocery store implement strategy differentiation through variation unique and suitable products need consumer local tend more capable attract and retain customers . In addition that , strategy determination competitive prices , tailored to your needs with Power buy public around , also become factor determinant in create mark add the ones that don't easy imitated by competitors . Arrangement



management good operations in management stock and reduction cost operations also improve efficiency business so that influence position shop grocery store in market competition . With Thus , the strategy the right business No only increase ability shop grocery store For compete but also strengthens position they in an increasingly competitive market competitive , especially in the midst of penetration modern shops and online trading .

2. Influence Ethos Work Traditional to Superiority Compete

Hypothesis test results show that ethos Work traditional influential positive and significant to superiority compete in stores grocery store Madura stall in Surabaya. This shown with mark Higher *Critical Ratio* (CR) big of 1.967 and *P-Value* < 0.05, so H_0 is rejected . This means that the more tall implementation values ethos Work traditional by the perpetrator effort , then the more there is a big possibility shop the own superiority in compete .

Ethos Work the traditional in question covers attitude diligent , thrifty , honest , disciplined , responsible responsible , and loyal to business . Values This become runway important for MSME actors , in particular shop grocery stores that are partly big Still managed in a way family or individual , in build trust consumers and maintain continuity business . In context shop grocery , advantages compete can reflected from height loyalty customers , capabilities stay in the middle competition modern retail , as well as efficiency in management operational .

Findings This strengthen view (Nisifa Prila Anisa et al., 2023) about importance values ethics and ethos Work in push productivity and success business . Besides that , research this is also in line with results study by (Mardikaningsih , 2023) , which shows that values ethos Work traditional Still relevant and capable increase superiority competitive in context business micro in Indonesia. With Thus , preservation and strengthening ethos Work traditional still become significant social capital for shop grocery store Madura stalls in Surabaya in face dynamics increasing market competition competitive , especially from existence modern retail and digital platforms.

Research result show that ethos Work traditional influential positive and significant to superiority compete shop grocery store Madura Warung in Surabaya. Fundamental values such as Work hard work , honesty , discipline and responsibility answer become foundation main in activity operational daily , which in the end strengthen position competitive business in the middle increasing competition strict . Appropriate with findings (Nursalim & Anshori , 2024) , culture positive work This play a role as source Power not intangible



assets that are capable of create mark tough competition imitated by competitors . The owner shop consistent grocery apply ethos Work traditional tend get trust and loyalty customer local , which contributes to the increase reputation and power stand business in a competitive market . In addition that , ethos Work this also encourages perpetrator business For more persistent in face various challenge business , maintaining quality service , and building connection term long with consumers . With Thus , ethos Work traditional No only increase productivity and motivation perpetrator business , but also to become factor key in build superiority sustainable competition for shop grocery stores in the era of modern competition .

3. Influence Superiority Compete to Performance Entrepreneurship

Based on hypothesis test results , advantages compete proven give influence positive and significant to performance entrepreneurship shop grocery store Madura stall in Surabaya. A discovery This supported by values *Critical Ratio* (CR) that exceeds threshold minimum limit of 1,967 and mark *P-Value* which is below 0.05 . With Thus , the hypothesis states that existence influence superiority compete to performance entrepreneurship can accepted , while H_0 is rejected .

Superiority compete in context This covers ability shop grocery store in offer uniqueness products , competitive prices , strategic locations , and satisfactory service . Excellence the push improvement performance business in matter growth sales , satisfaction customers , loyalty consumers , and efficiency operational performance entrepreneurship is also reflected from ability adaptation perpetrator business , innovation in services , as well as sustainability business in the middle dynamic competition .

Findings This in line with theory superiority compete by (Brahmanthara & Yasa , 2017) , which emphasizes that capable companies create mark more for consumer through differentiation or efficiency cost will own opportunity more big For superior in competition . Besides that , the result this also strengthens findings study previously by (Ginting et al., 2020) , which showed that superiority compete own contribution significant in increase performance business small and medium enterprises . With thus , the shop capable grocery store maintain and strengthen superiority competition will more capable increase performance entrepreneurship in a way sustainable in the midst onslaught modern retail and market digitalization .

Research result show that superiority compete own significant and positive influence to performance entrepreneurship shop grocery store Madura Restaurant in Surabaya. The Advantages competition that is reflected



in aspect competitive price , quality superior service , as well as election strategic location proven become factor main in push improvement sales and sustainability business in the middle increasing market competition tight . growth profit , and strengthen loyalty customers . Findings This strengthen theory put forward by (Leksono & Ratnanto , 2025) that superiority compete No just objective end from strategy business , but also functions as tool a vital driving force in reach results performance business in a way comprehensive . Excellence This allows shop grocery store For maintain position in the market that is increasingly competitive , at the same time create mark added to what is felt directly by the customer . In addition that , the advantage competing also helps perpetrator business in optimize source power possessed , increasing efficiency operational , as well as open opportunity development future endeavors . With Thus , success in build superiority compete in a way direct contribute to the improvement performance sustainable entrepreneurship .

4. Influence Direct Strategy Business to Performance Entrepreneurship

Hypothesis test results show that strategy business No influential direct in a way significant to performance entrepreneurship in stores grocery store Madura stall in Surabaya. This proven with mark *Critical Ratio* (CR) which is below threshold minimum limit $\geq 1,967$ and mark *P-Value* that exceeds 0.05. With Thus , the hypothesis states that existence influence direct strategy business to performance entrepreneurship rejected , and H_0 accepted .

Findings This indicates that implementation strategy business by the perpetrator business shop groceries , such as strategy differentiation product , determination price , as well as efficiency operational , not yet capable give impact direct to improvement performance entrepreneurship if No supported by other bridging factors influence the .

This result consistent with draft in theory (Nabavi & Bijandi , 2023) which states that strategy business need superiority compete as element amplifier to be able to produce optimal performance . This means that the strategy business need developed more carry on through creation mark add , like service superior , quality differentiated product , or relation good customer , before Finally impact significant to performance entrepreneurship . With thus , in context shop grocery store Madura stalls in Surabaya, strategy business No own influence direct enough strong For increase performance entrepreneurship . Findings This indicates that needed role mediation from variables others , such as superiority compete , so that the strategy business can impact significant to improvement performance entrepreneurship .



Analysis about role mediation superiority compete will discussed more continue in the section next .

Strategy business also has influence significant direct to performance entrepreneurship . This is indicates that implementation planned strategies , such as innovation products and marketing local , providing contribution direct to performance effort , even though without superiority compete as intermediary . With Thus , adaptive and contextual strategies proven important in the informal sector such as shop grocery store .

Study this also found that strategy business own influence significant direct to performance entrepreneurship in stores grocery store Madura Warung in Surabaya. Implementation planned and appropriate strategies , such as innovation customized products with local market needs as well as technique effective and contextual marketing , capable of increase performance business in a way directly . This is show that although superiority compete own role important as variables mediation , strategy adaptive and responsive business to market dynamics remain capable give impact positive directly on growth sales , increase profit and loyalty customers . Especially in informal sectors such as shop grocery , a strategy that pays attention characteristics local and preferences consumer very determine success business . Therefore that , the perpetrator capable business design and implement strategy relevant business with condition environment around can in a way direct increase effectiveness operational and power competition his business without must always depends on achievement superiority compete moreover formerly .

5. Influence Direct Ethos Work to Performance Entrepreneurship

Based on the results of the hypothesis test , it is known that ethos Work traditional No own influence significant direct to performance entrepreneurship in stores grocery store Madura stall in Surabaya. This indicated by the value *Critical Ratio* (CR) which is below minimum limit of 1,967 and mark *P-Value* that exceeds 0.05, so hypothesis which states existence influence direct the rejected and H0 is accepted .

Findings This indicates that although ethos Work traditional like values Work hard , patience , responsibility answer , and compliance to norms local culture still held in high esteem high by the perpetrators effort , but values the Not yet capable push improvement performance entrepreneurship in a way direct .

This matter in harmony with view (Anggarini , 2020) which explains that behavior strong work need balanced with ability managerial and strategic the right business to be able to produce high performance . In context this , ethos



Work just No Enough For increase results business If No accompanied with effort strategic and innovative in operate business . With Thus , ethos Work traditional still become runway important in operate business , but his role more as supporting force element others , such as superiority compete , to have an impact significant to improvement performance entrepreneurship . Therefore that , role mediation from variables superiority compete become important For explained more carry on .

Ethos Work traditional influential significant to performance entrepreneurship . This show that values Work hard and integrity in operate business contribute direct to results business . Findings This support view that soft skills and moral values remain relevant in practice entrepreneurship micro.

Research result show that ethos Work traditional own influence significant direct to performance entrepreneurship in stores grocery store Warung Madura in Surabaya. The *Critical Ratio* (CR) value exceeds minimum limit of 1,967 and value *P-Value* is below 0.05 , so hypothesis which states influence direct ethos Work traditional to performance entrepreneurship accepted . Values traditional like Work hard work , honesty , discipline and responsibility answer No only form attitude positive for the perpetrators business , but also in a real contribute to the improvement results business . Actor consistent effort apply ethos Work the capable guard quality services , building good reputation , as well as increase trust customer so that impact positive on growth sales and profits business . Findings This strengthen argument that soft skills, especially moral and ethical values work , stay hold role important in success entrepreneurship micro , where personal and cultural aspects local become foundation main in operate business everyday . With Thus , strengthening ethos Work traditional can be one of strategy effective in increase performance entrepreneurship in business small and micro in the environment local .

6. Role Mediation Superiority Compete

Research result show that superiority compete play a role as variables mediation in connection between strategy business and ethos Work traditional to performance entrepreneurship . Findings This obtained based on track test results No significant direct in a way statistics ($CR \geq 1.967$ and $P\text{-value} \leq 0.05$), which indicates that influence strategy business and ethos Work traditional to performance entrepreneurship can explained through superiority compete .



In context shop grocery store Madura stalls in Surabaya, strategy the right business, such as focus on differentiation product, efficiency operational and service good customer, not only influential direct to performance entrepreneurship, but also strengthens position business in face market competition. Advantages This, in turn, encourages improvement performance business in a way significant. This is strengthen opinion from (Nursalim & Anshori, 2024) which emphasizes that strategy effective business will give superiority sustainable competition, which ultimately will increase performance business.

Temporary that, although ethos Work traditional No influential direct to performance entrepreneurship, variables This proven influential in a way No direct through superiority compete. This show that values Work hard, disciplined, and responsible inherent responsibility in culture Work traditional capable create superiority in quality service, trust customers, and loyalty, which ultimately jack up performance business. With Thus, the advantages compete become variables the key that bridges connection between strategy business and ethos Work traditional to improvement performance entrepreneurship. Role mediation This support framework theoretically stating that superiority compete is factor strategic in bridging managerial input on performance output business.

Analysis results effect No direct (*indirect effect*) reveals that superiority compete play a role as variables significant mediation in connection between strategy business and ethos Work traditional to performance entrepreneurship in stores grocery store Madura stalls in Surabaya. In other words, the influence strategy business and ethos Work to performance business No only nature directly, but also occurs in a way No direct through formation superiority compete. Advantages compete This functioning as mechanism important that transforms effort strategies and values Work become results real performance. Findings This strengthen results studies previously as done by (Leksono & Ratnanto, 2025).

CONCLUSION

Based on results research conducted in 250 stores grocery store Warung Madura from a total population of 980 shops spread across 14 sub-districts in the city of Surabaya, can concluded that strategy business and ethos Work traditional influential significant to performance entrepreneurship, good in a way direct and through mediation superiority compete. Strategy business being run in a way



appropriate like differentiation product , efficiency costs , and proven market focus capable increase Power competition effort and encouragement performance entrepreneurship . On the other hand other , ethos Work traditional that reflects values culture local Madurese society , such as honesty , perseverance , discipline and responsibility answer , also support creation superiority compete , which plays a role as factor mediation important in strengthen influence second variables to performance business . With Thus , the increase performance entrepreneurship in stores grocery store Madura stalls in Surabaya can achieved through implementation strategy adaptive business , strengthening values ethos Work traditional , as well as development superiority sustainable competition .

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