

Enhancing Performance Through MSME Entrepreneurship, Product Innovation Capabilities and Competitive Advantage in Kudus Regency's Culinary Sector

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Abstract

Research aims: This study is to determine performance improvement through MSME entrepreneurship, product innovation capabilities and competitive advantage in the culinary field of Kudus district.

Design/Methodology/Approach: This research is a descriptive research. Data was collected from the population of MSME owners and actors in the culinary industry in Kudus Regency. Target sampling is done to target prospective respondents with certain characteristics. Respondent criteria are: Have a micro business that offers culinary products and has been established or operating for at least 1 year and the respondent has a minimum educational background of high school or equivalent. This research was conducted in Kudus Regency by involving 270 respondents. This study also explores factors that can affect business performance, namely: Entrepreneurial orientation, Product innovation capability, and Competitive advantage.

Research findings: The results of the research show that based on the results of the research there are many things that can be considered important in the Entrepreneurship Orientation process, especially how culinary MSME actors in Kab. Kudus is able to be Entrepreneurial Oriented by cultivating its product innovation capabilities, so that it can create and make new improvements to the merchandise presented so that with continuously developing innovation it can create the right merchandise that is not easily imitated through competition so that someone

Theoretical contribution/Originality: The novelty of this study is that this test uses the Service Dominant Logic approach. Entrepreneurial Orientation is a multidimensional behavioral concept consisting of an innovation component, an opportunity-taking component, and a proactive attitude component. In the context of this study, there can be aggressive gains.

Practitioner/Policy implication: Both the government and especially the Kudus area to better improve entrepreneurial performance

Keywords: MSME Entrepreneurship, Product Innovation Capability, and Performance Improvement

1. Introduction

With the rapid trend of globalization, it is undeniable that various areas of life are undergoing rapid change and development. Changes in technology and information have also impacted Indonesia's economic system, and we are now in an era of creative industries. To increase economic added value. Therefore, in the creative economy ideas and ideas are the main intellectual assets that can drive economic activity. Moreover, value creation is a key ensuring a company's existence in a highly competitive environment.

Creative industries in Indonesia are often associated with Micro, Small and Medium Enterprises (MSMEs). MSMEs strategic improving national. The MSME sector has shown resilience and during the 1998 economic crisis, when the larger economic sector collapsed from the economic collapse, the MSME sector remained strong and helped Indonesia its large absorption of labor and contribution to GDP. However, unlike the economic crisis of 1998, the world is currently suffering from her virus, which major instability of economic sectors, including MSMEs.

Therefore, the company faces the challenge of creating both are its. In an effort improve business performance, company resources in the form of orientation and innovation are needed. In running its business, companies need unique and difficult to imitate resources to be able to drive competitive advantage opportunities, one of which is entrepreneurial orientation (Onwe et al., 2020). Therefore, MSMEs need to strengthen the entrepreneurial orientation for every business owner, which will affect the development of an increasingly quality business. Relies upon at the level of environmental dynamics. An entrepreneurial orientation approach in decision making is very important for the success of MSMEs. Based on this, we can conclude that in order to achieve business performance that continues to grow, business actors must fully understand the business environment of their business. MSME people should keep coming up with new ideas in developing their business, have the courage to enter new markets, seize all existing opportunities and technologies, and use their entrepreneurial spirit in such a way that they dare to create new products. It is expected to apply. New never seen.

Orientation has been extensively studied in preceding studies, contradictions remain mentioned in studies consequences. In studies (Hernández-Perlines et al., 2021); (Vaitonkiat & Charoensukmongkol, 2020); (Octavia et al., 2020), consequences display effective corporation success. I'm here. On the other hand, another entrepreneurial orientation firm performance, stated the study (Rahmawati et al., 2020). (Masa'deh et al., 2018); (Laukkanen et al., 2013). Discrepancies in these results create gaps for other researchers so that they can be used as opportunities for further research to close the gaps with previous studies.

In this study, we use a trouble numerous. Concepts of his clients need or pick is a particular cost perceivable from the destination, and now no longer simply the bodily attributes of merchandise and services, It results in the concept that cost advent is important. This is a component that draws client choice (Greer et al., 2017). Contributing to cost or earnings advent to sustain performance (Evans, 2016). Based on this, we combine SDL ideas into conceptual models

Enterprise Orientation (EO), Product Innovation Capability (PIC), Competitive Advantage (CA), Business Performance (BP)). The goal of this reason recommend version of corporate governance for business stakeholders that uses SDL concepts to leverage product innovation capabilities. This offers commercial enterprise actors the possibility to innovate merchandise and create their own emblem rights to enhance commercial enterprise performance. This version changed into examined via means of his MSME in Kudus Regency's Food and Beverage Department.

Literature Review and Model Development

Entrepreneurial Orientation and Product Innovation Ability in Service Dominant Logic

Entrepreneurial orientation reflects how an organization perceives and seizes untapped opportunities. SDL offers perception into the significance of co-introduction for stakeholders with the aid of using allowing innovation skills that force enterprise value (Evans, 2016). Entrepreneurship refers to the propensity of companies to base their processes, practices, actions and decisions on the three dimensions of entrepreneurship: being innovative, being proactive and taking risks. (Rahmawati et al., 2020). The adoption of an entrepreneurial orientation provides benefits in the accuracy of determining product strategies because companies innovate more often, are aggressive in reading opportunities and are more daring to act in the face of existing risks (Yu, 2016).). A company with a high degree of entrepreneurial spirit has the ability and willingness to continue to innovate, and a company's ability to innovate can increase brand awareness, image and loyalty, thereby increasing brand competitiveness. (Wong & Merrilees, 2008). An entrepreneur must have good character and mentality, the entrepreneurial orientation of the business owner will determine how the business will run, and how the business owner will determine his attitude and business strategy, including in creating shared value with his customers, so as to improve business performance. Therefore we ask a question why this entrepreneurial orientation has the capability to create value together through an interaction with consumers.

First, entrepreneurialism includes the principle of recognizing and seizing opportunities to evolve and create new ones (Lumpkin & Dess, 2008). Second, entrepreneurs who are highly motivated, always wanting to be innovative, always taking top responsibility, wanting to achieve more, and willing to take risks are highly entrepreneurial. Entrepreneurs have to stay constructive and suppose proactively and creatively to stand any

state of affairs in a quite dynamic enterprise environment (Essel et al., 2019). From the spirit of a great entrepreneurial business owner who always shows signs of striving to be the best. Improve your business performance. Three managers, who have a strong entrepreneurial spirit, always build good relationships with customers, dig up information from customers about what they want, and create new works through the process of co-creation. One of the things business actors do is actively communicate with customers. We want to get feedback from our customers so that we can follow the process and create new products that meet their needs. Fourth, for micro, small and medium enterprises, there are limits and limitations, generally related to knowledge and technical equipment, in their efforts to develop innovations, so active dialogue with customers can help identify market interests. help.

Entrepreneurship has four elements that play an important role in the development of a business. These factors are innovative capacity, aggression, risk-taking and autonomy (Lumpkin et al., 2010). This element of innovation aligns with his SDL theory, which provides insight into the importance of creating shared value for stakeholders by activating innovation capacity. The process of shared value creation between our customers and our company leads to new innovation and enables the creation of new value. Co-creation is a new creation that has never been known before. This element of innovation is crucial in the process of developing products that describe how companies can achieve more participatory, more decentralized, and more centralized innovation in a variety of ways (Pratono, 2018). The aggressive stance of an economic entity is described as a form of mandating that the economic entity be aggressive and aggressive in conducting business and dealing with competitors. One of SDL's founding philosophies is that what consumers want and what they like are the specific values they can perceive from their destination. This leads to the idea that value creation is important, not just the physical attributes of a product or service. Therefore, in order for business operators to know what consumers want and what they want, it is necessary for business operators to actively collect customer information. Knowing can lead to new value creation. Then you can invite more new customers and win the race against your competitors. SDL theory shows that creating shared value is essential to driving business value. This proactive and positive attitude is reflected in the way business people interact with customers, allowing them to receive customer feedback and increase business value. The element of risk-taking in this entrepreneurial orientation is that which leads to the willingness and willingness of economic actors and companies to calculate the risks arising from their decisions and actions. In SDL theory, which points out the importance of co-creation and co-creation of new value, the element of risk-taking becomes very large by calculating all the risks that arise as a result of decision-making and the creation of new value. I would appreciate it if it would be a valuable product. To

A previous study by (Rofiaty, 2019) explained that entrepreneurial agents influence their ability to innovate products, and that highly entrepreneurial agents keep trying to create new things and never give up. Innovative products to create your business. Attitude to keep trying. We want to keep innovating to create new things and improve our performance.

H1: Entrepreneurship Affects Business Success

Innovation is an activity carried out by a company in the form of updates, new ideas, and experiments that to new products or technological processes. Innovation is critical for businesses to face competitive challenges in today's uncertain times (Anuar et al., 2016). Product innovation is a form of discovering, updating, or evolving old products into new, more competitive products (Lin et al., 2010). Innovative competencies describe the volume to which a company's products, services, and methods deviate from present services or products and technologies (McDermott & O'Connor, 2002). Product innovation is considered a complex format as it significantly requires the roles of various corporate resources. Advanced product innovation skills have a positive impact on business performance as they help customers differentiate their products from their competitors through the creation of product innovations (Anning-Dorson, 2018).

This element of innovation aligns with SDL theory, which provides insight into the importance of creating shared value for stakeholders by activating innovation capacity. The process of shared value creation between our customers and our company leads to new innovation and enables the creation of new value. Co-creation is a new creation that has never been known before. This element of innovation is very important in the product development process. This also explains how firms can achieve a more participatory, more decentralized and more centralized competitiveness in different ways (Pratono, 2018).

The ability to innovate new products so that companies can reach new customers that have not previously been reached so that business performance continues to increase (Seon, 2017). Business actors who can produce new product innovations can result in companies being able to reach new customers that have not been previously reached so that business performance continues to increase. Another take a look at by (Maldonado-Guzmán et al., 2019) located that product innovation has a widespread effect on employer performance. A study conducted by (Hans & Tjakrawala, 2022) also strengthens the above studies. In other words, innovation has a significant impact on company performance. New product innovations enable companies to reach new customers that were previously unreachable and continue to perform better (Wahyuni and Sara 2020).

H2: Product innovation capabilities have a positive impact on business success

Product Innovation and Competitive Advantage

A firm's willingness to broaden product innovation affects its competitiveness (Dewi, 2013). A examine carried out through Suliyanto (2011) suggests that product innovation has a nice effect on aggressive benefit. In this way, product innovation may be used as a supply of company excellence. Product innovation may be used as a aggressive benefit for companies due to the fact innovation is so critical to satisfy marketplace demand (Han et al., 1998). Findings from different researchers display that the greater new product innovation is created, the higher the sustainable aggressive benefit. In different words, new product innovation

could have a actual effect on an organization's sustainable aggressive benefit. This is a aggressive approach to help the long-time period achievement of providers as it isn't always clean to imitate (Kuntjoroadi & Safitri, 2009). From the results of testing his SEM model using the Smart PLS model, we conclude that: In other words, the better PI, the higher the sustainable competitive advantage (Kuncoro & Suriani, 2018).

H4: Product Innovation Capabilities Positively Affect's Competitive Advantage

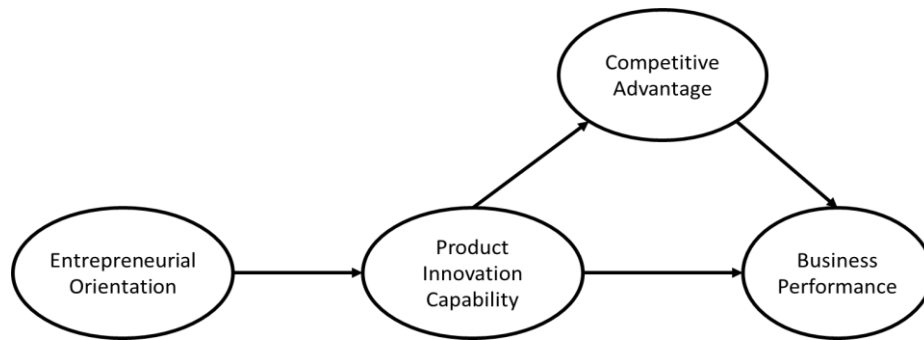
Competitive advantage is the ability of an organization to create a position that allows it to maintain its market as long as competitors exist. Competitive advantage is a condition of positional advantage gained by organizations whose successful strategies are difficult to imitate (Ma, 2004) Shows competitive advantage as a result of resources that are not. This is the result of consolidating existing resources and skills. Firms create competitive advantage through competitive strengths or priorities.

Competitive advantage allows the company to survive and stay in business. To achieve product performance and success, competitive advantage must belong to the company or the product itself (Ekawati, N.W., 2016). Business competition is getting fiercer and companies need a competitive edge. The company will not last long.

An organization's aggressive benefit can be performed via way of means of emphasizing advanced purchaser value, tradition and weather to boom performance and effectiveness (Hapsari, 2014). Businesses use their own resources to create high-value products for their customers (Ramaswami, S.N., 2004) Business-owned resources, by virtue of their uniqueness, You can create in both aspects of service creation. Uniqueness that is difficult for other companies to imitate is a form of high competitive advantage.

H5: Competitive Advantage Positively Affects Business Performance

Figure 1. Conceptual Model



Survey Methodology

Samples and Respondents

Data were collected from a population of MSME owners and operators in the Kudus Regency culinary industry. Targeted sampling was performed to target potential respondents with specific characteristics. The criteria for the respondents are: Having a micro business that offers culinary products and has been established or operating for at least 1 year and the respondent has a minimum educational background high school or equivalent. This research was conducted in Kudus Regency covering 270 respondents. This study also explores the factors that can affect business performance, namely: Entrepreneurial orientation, Product innovation capability, and Competitive advantage.

Measurement

To carry out this study, we tailor-made the dimension several experts. Entrepreneurship orientation is custom designed from (Rauch et al., 2009), which includes 5 signs and signs and symptoms and symptoms and signs and signs and symptoms and symptoms: I am assured in my potential to boom a business, I continuously revel in thirsty for achievement and preserve looking for to get better achievements, I am very hardworking and constantly stimulated at work, I truly have an excessive initiative in on foot a business, I dare to take risks to gather desires even though it's far hard. Product innovation is custom designed from research (Lin et al., 2010). to gather signs and signs and symptoms and symptoms and signs and signs and symptoms and symptoms to innovate and modify merchandise, create new merchandise and enhance services, have extra numerous merchandise and attraction to clients, spotlight near by uniqueness. Competitive Advantage is custom designed from a study (Ma, 2004), with signs and signs and symptoms and symptoms and signs and signs and symptoms and symptoms that the merchandise we provide are unique, we're pioneers in introducing our merchandise to clients in assessment to competitors, we frequently innovate merchandise in line with changing consumer want and desires in assessment to competitors, merchandise that we provide has been tailored to the goals and tastes of clients in assessment to competitors, the high-quality of the goods we provide is continuously maintained and has splendid high-quality, the goods we provide are continuously as plenty as date with new advantages in assessment to competitors, we continuously provide very aggressive fees for our products in assessment to competitors, we provide fees which might be as low or lower than competitors.

Performance is adjusted from (Mulyadi, 2007) for revenue growth, market share trends and company profitability. I am happy that the restaurant continues to provide meals that meet my goals and sets production goals. Table 1 shows the dimensions of the survey gadget. All gadgets were measured on a 1-7 Likert scale. Table 1 provides a description of the variables, signs and symptoms, and signs and symptoms, scale, size estimates, confidence of detection, and convergence efficacy.

Table 1. Measurement Table

Variable and Indicators	Scales Item	Reference	Standar Loading	Critical Ratio ≥ 1.96	CV-AVE ≥ 0.50	CRI ≥ 0.70
<i>Entrepreneurship Orientation</i>						
EO1	I have high confidence in the business that I run.	adapted from	0,779	10,841		

EO2	I've always had a thirst for achievement.	research (Rauch et al., 2009)	0,630	10,724		
EO3	I always work hard and highly motivated running my business.		0,641	11,282		
EO4	I have a high initiative in running my business.		0,738	9,101		
EO5	I am able and willing to take risks in every business decision.		0,758	9,195		
<i>Product innovation capability</i>						0,530
PIC1	Innovate and modify products	adapted from research (Lin et al., 2010).	0,755	7,210		
PIC2	Create products and improve services.		0,701	9,969		
PIC3	Have more varied products and attract customers		0,705	2,648		
PIC4	The uniqueness of the region		0,75	6,766		
<i>Competitive Advantage</i>					0,519	0,980
CA1	The products we offer have own uniqueness products that are widely circulated	adapted from research (Ma, 2004)	0,699	12,200		
CA2	We are a pioneer in introducing our products to customers compared to competitors		0,693	6,521		
CA3	We often innovate products in accordance with changing customer needs and desires compared to competitors.		0,784	10,709		
CA4	The products we offer have been adapted to the wishes and tastes of customers compared to competitors.		0,782	13,306		
CA5	The quality of the products we offer is always maintained and has good quality		0,77	12,706		
CA6	The products we offer are constantly updated with new advantages compared to competitors		0,682	11,421		
CA7	We always offer very competitive prices for our products compared to competitors.		0,668	14,250		
CA8	We offer the same low price even lower when compared to competitors.		0,672	8,753		
<i>Business Performance</i>					0,513	0,839
BP1	I am able to boom profits increase every month	adapted from	0,68	16,777		

BP2	Increasing market share every month	research (Mulyadi., 2007)	0,674	8,421		
BP3	Increasing the company's profitability every month		0,67	8,612		
BP4	Increased production targets every month,		0,846	10,940		
BP5	The customers is continuously increasing every month		0,697	13,920		
CV-AVE = Convergent Validity						
CRI = Construct Reliability Index						

Source: AMOS Calculation Results, 2022

A two-degree assessment of AMOS SEM model 24 turned into finished with the aid of using a confirmatory aspect assessment (CFA) with complete structural release. As reported in Table 3, the CFA results meet the minimum expected price of 0.50, with a minimum importance ratio of 1.96 (Arbuckle, 2016). Therefore, it is universal for similar evaluations. All version constructs have reasonable convergence as measured by the average of the sampling mean variances (AVE) with a cutoff price of at least 0.50. Our CFA shows that entrepreneurship achieves orientation with his AVE price of 0.507. The product innovation function achieves an AVE price of 0.530. In terms of competitive advantage, we have achieved an AVE price of 0.519. Business performance achieves an AVE rate of 0.513. Reliability Index measures construction reliability with a minimum of 0.70 (Tabachnick & Fidell, 2012). Our calculations show a high degree of confidence a business-oriented CRI of 0.836 along with product innovation capabilities of 0.819, competitive advantage of 0.980, and business performance of 0.839. Since the validity and reliability of all the components met the minimum requirements, showing excellent facts for version reasoning, we proceeded to a full structural equation modeling system to test the proposed hypotheses. I was.

Hypothesis test

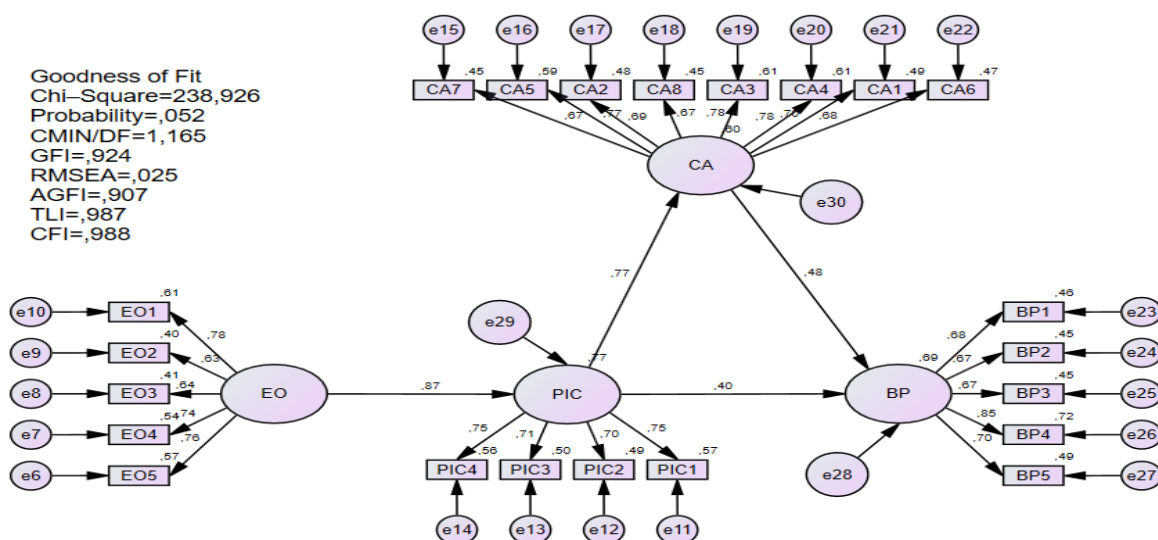


Table 2. Goodness of Fit Model

Goodness of Fit Indeks	Cut off Value	Result	Models Evaluation
Chi – Square	Kecil	238,926	Fit
Probability	≥ 0,05	0.052	Fit
GFI	≥ 0,90	0.924	Fit
AGFI	≥ 0,90	0.907	Fit
TLI	≥ 0,95	0.987	Fit
CFI	≥ 0,95	0.988	Fit

RMSEA	≤ 0,08	0.025	Fit
CMIN/DF	≤ 2,00	1.165	Fit

Source: AMOS Calculation Results, 2022

Based at the desk above, the consequences of the statistics processing evaluation display that every one the constructs used to shape a studies version, the complete SEM version evaluation procedure have met the goodness of suit standards which have been set. The chi rectangular cost is 238.926 with a possibility of $0.052 > 0.05$, the GFI cost is $0.924 < 0 > 0.95$, the CFI cost is $0.988 > 0.95$, the RMSEA of $0.025 < 0 >$

Table 3. Hypothesis Measurement

	Estimate	S.E.	C.R.	P	Conclusion
PIC <--- EO	0,999	0,091	10,986	***	Received
CA <--- PIC	0,597	0,065	9,131	***	Received
BP <--- PIC	0,302	0,072	4,214	***	Received
BP <--- CA	0,464	0,095	4,911	***	Received

Source: AMOS Calculation Results, 2022

The check consequences among entrepreneurship orientation to product innovation functionality display that there may be a good sized and advantageous impact. These consequences are according studies carried out by (Rofiaty 2019) and (Rodriguez, Wise, and Martinez 2013) suggesting that entrepreneurship orientation has advantageous and good sized impact on product innovation functionality. Some entrepreneurship orientation certainly associated product innovation functionality. One take a look at that states that there may be advantageous dating among entrepreneurship orientation and product innovation functionality is (Etty Indriani, E., Agus Utomo, A., & Irwan Christanto Edy 2020). Where the take a look at it that entrepreneurial orientation is a multidimensional behavioral idea that consists of factors of innovation, risk-taking factors, and factors of a proactive attitude, that allows you to encourage product innovation functionality.

The direct take a look at effects among product innovation functionality and benefit display that there may be a sizeable and tremendous impact. These effects are according studies carried out through (Schreiber, Ermer, Figuerido 2016); (Kuncoro and Suriani 2018) with the end result that product innovation functionality has a tremendous impact on aggressive benefit.

Competitive gain in accordance to (Ma 2004) can be defined as is a situation of positional gain, occupied thru business enterprise wherein a success strategies are tough to imitate, which then similarly suggests competitive gain due to valuable, uncommon, irreplaceable, and now not difficulty imitated this is the end result of integration of modern-day property and capabilities. In addition, studies (Russell, S., & Millar 2014) explains that enterprise creates aggressive benefit thru competitiveness or priorities which are described as options or strategic elements wherein the enterprise chooses to compete the goal market. Where to offer most effects the aggressive benefit process, the position of product innovation functionality may be used, as a way to create a product this is valuable, uncommon and now no longer without difficulty imitated through competition.

The take a look at effects among product innovation functionality on enterprise overall performance display that there may be a sizeable and tremendous impact. These effects are according studies carried out through (Aozhen Xie 2020); (Heng et al., 2020) said business overall performance is an accumulation of the effects of sports achieved the enterprise (Prasetyo et al. 2013). Organizational overall performance, or regularly called enterprise or enterprise overall performance, is one indicator of achievement in reaching the desires of. Good enterprise overall performance is an indication of the achievement and efficiency of enterprise's actions. Company overall performance is performed while the enterprise outperforms its competition in phrases of sales, profitability and finances. New product improvements in order that the enterprise can attain new clients which have now no longer formerly been reached in order that enterprise overall performance maintains to increase (Wahyuni and Sara 2020). The capacity to innovate new merchandise in order that the enterprise can attain new clients which have now no longer formerly been reached in order that enterprise overall performance maintains to increase (Seon 2017).

The direct take a look at effects among and enterprise performance display that there may be a sizeable and tremendous impact. These effects are according studies carried out through Kamukama (2011); (Reswanda.

2011) with the end result that benefit has a tremendous impact on enterprise overall performance. Business overall performance may be stricken by benefit. As studies (Wijaya and Suasih 2020) states that benefit without delay has a tremendous courting to enterprise overall performance. In addition (Ekawati, N. W. 2016) additionally states that there may be a robust correlation among aggressive benefit and enterprise overall performance. In any other examine which states a tremendous courting among aggressive benefit and enterprise overall performance, namely (Hapsari 2014).

Conclusion

This take a look at makes use of the Service Dominant Logic approach. Entrepreneurship Orientation is a multidimensional behavioral concept that consists of components of innovation, components of chance taking, and components of a proactive attitude. In the context of this research, there are numerous things which might be taken into consideration essential the Entrepreneurship Orientation process, particularly how the culinary MSME actors in Kab. Kudus is capable Entrepreneurship Orientation via way of means of growing its product innovation capability, in order that it may create and perform new improvements at the merchandise presented in order that with innovation that maintains to develop it may create precise merchandise that aren't effortlessly imitated via means of its competition so one can create aggressive gain.

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