

ENTREPRENEURSHIP ORIENTATION, MARKET ORIENTATION AND INNOVATION TOWARD COMPETITIVE ADVANTAGE

Ahmad Yani^{1*}, Ahmad Jauhari²

¹ Accounting, University Islamic Of Kadiri, Kediri, Indonesia

² Management, University Islamic Of Kadiri, Kediri, Indonesia

*Corresponding Author: ahmadyani@uniska-kediri.ac.id

Abstract: This research was conducted to find out about the marketing strategies of the emping mlinjo business actors which are less effective from the aspect of entrepreneurial orientation, market orientation and the absence of product innovation. The location of this research is the Small & Medium Industry Center (IKM) Krupuk Emping Mlinjo Mojo Kediri. Respondents in this study were business actors as many as 31 people who were used as samples. The analysis technique was carried out by descriptive analysis and inferential statistics through validity, reliability, classical assumption tests, multiple linear regression tests, t tests and F tests. The entrepreneurial orientation variable partially and significantly affects the competitive advantage of emping mlinjo SMEs in Mojo Kediri with a t count of 3,844 > t table of 2,039 with a significant value of 0.001 < 0.05. The market orientation variable partially has no effect on the competitive advantage of the emping mlinjo SMEs in Mojo Kediri with a t count of 1.181 < t table of 2,039 with a significant value of 0.248 > 0.05. The innovation variable partially and significantly influences the competitive advantage of the emping mlinjo SMEs in Mojo Kediri with t count of 2,485 > t table of 2,039 with a significant value of 0.019 < 0.05. Simultaneously entrepreneurial orientation, market orientation and innovation have a significant effect on the competitive advantage of business actors in the emping mlinjo Mojo Kediri IKM. This result is evidenced by the calculated F value in this study of 18.769 and the significance value of F is 0.000 is < 0.05. It is hoped that business actors will continue to focus their efforts on factors that can help in navigating the competition with innovation and looking at market share so that they have a competitive advantage.

Keywords: Entrepreneurship Orientation, Market Orientation, Innovation, Competitive Advantage.

1. Introduction

The global industrial Era that has entered the 4.0 era today, make competition in the industrial world is becoming increasingly tight and high. Every country must have a competitive advantage as an absolute condition to compete. Where the domestic industry is not only focused on competing with local competitors but also must compete with foreign competitors who have entered the domestic market.

Intense business competition demands small and medium enterprises (SMEs) to be able to carry out business management processes that are productive and as efficient as possible, and can produce products or services that are in accordance with market preferences with better quality

standards compared to competitors. The entrepreneurs IKM must menciptakan creations on the product in such a way that it attracts the attention of customers and make its products superior to its competitors, or in other words create a competitive advantage, then each IKM must have a competitive advantage to face existing competition, if the resulting product IKM does not have a value of excellence, then consumers are not interested to buy the product while IKM already incurred production costs. If this condition persists, then not for long IKM it will go bankrupt and close. Competitive advantage is the ability obtained from the characteristics and resources of a person to have a higher performance compared to others on every skill and intelligence in overcoming every problem encountered. The competitive advantage of actors engaged in the world of Micro, Small and medium enterprises is not only based on aspects of the existence of good products and marketing processes, but there are various roles of business actors in conceptualizing and thinking about how entrepreneurship is run to survive in the future. In order to be able to compete in business competition, in marketing products not only based on product quality, but also depends on the strategy generally used by companies, namely orientation entrepreneurship, orientation market and innovation. Entrepreneurial orientation is the key to improving marketing performance. Companies that have entrepreneurial-oriented leaders have a clear vision and courage to face risks so that they are able to create good performance (Lutfi et al., 2021:23). Entrepreneurship is known as a new approach in the renewal of company performance. Entrepreneurship is referred to as a pioneer to realize the economic growth of sustainable and highly competitive companies. Building entrepreneurship is stated as one of the four pillars in strengthening employment. Research results from Na'imah (2021:3) indicates that entrepreneurial orientation has a positive effect on competitive advantage.

Market orientation is important to be studied and researched in relation to business performance because market orientation is an important element that affects competitive advantage and achieving profitability. Market orientation is a multidimensional concept where this concept can be formulated through the concepts of: customer orientation, competitor orientation, and cross-functional coordination (Andayani et al., 2021:12). Other opinions explain that market orientation is a corporate culture that can lead to increased marketing performance. Market orientation is based on certain considerations classifies that the concept is not responsible for the attention of the marketing function, but all departments participate in the collection, dissemination and follow-up of market intelijensi (Wulaningtyas dan Widiartanto, 2018:7).

Innovation can also be used as one of the strategies in achieving marketing performance. The product displayed by the business owner must have innovation. The main purpose of innovation is to meet market demand so that the innovation product is one that can be used as a marketing performance for a business (Tjiptono & Chandra, 2016:54). The success of an effort to maintain the continuity of sales of its products lies in its ability to innovate. Research results from Alihusna et al., (2019:3) mention that innovations made by business actors are able to have a positive influence on marketing performance and help survive in competitive competition.

The research that will be conducted by this researcher is located in the object of research, namely the center of mlinjo chips crackers in the District of Mojo Kediri Regency. This center (business unit) is called "Rumah Emping Mlinjo" which consists of various emping mlinjo business actors to facilitate the development of the business it runs. Small and medium enterprises (SMEs) Krupuk Emping Mlinjo in the Mojo area, in running its new business is able to market its products in the area around the city/ Kediri Regency and surrounding and not yet able to market in the outer regions region to penetrate the national market. This happens because of some obstacles faced both from internal and external factors of the company, as well as the business actors has not implemented the right marketing strategy management to market its products, has not had a focus on designing, formulating and implementing marketing

strategies in developing its business. In fact, marketing strategy is a way that can be used to achieve the goals and objectives of a business by developing a sustainable competitive advantage through the market entered to serve the target market.

2. Literature Review

Entrepreneurial Orientation

Entrepreneurship orientation is a creative and innovative ability that is used as a basis, and resources to find opportunities for success. Some management literature provides three basic dimensions of organizational tendencies for entrepreneurial management processes: innovation ability, risk-taking ability, and proactivity. Orientasi Entrepreneurial orientation is the ability of someone who is creative, innovative, willing to take risks and always looking for opportunities through their potential. Some management literature provides three basic dimensions of organizational tendencies for entrepreneurial management processes, namely innovation ability, risk-taking ability, and proactive nature (Hartato and Handoyo, 2021:12). Orientasi kewirausahaan merupakan proses kreatif dan destruktif di mana perusahaan secara terus menerus berupaya mengganti produk yang ada atau metode produksi dengan sesuatu yang ada (Sari and Farida, 2020:5). While Darmanto and Wardaya (2016:54) menyatakan bahwa orientasi kewirausahaan mengacu pada metode, praktik, dan gaya pengambilan keputusan manajer yang digunakan untuk bertindak dalam berwirausaha. Sedangkan menurut Gunistiyo and Hanfan (2019:34) orientasi kewirausahaan merefleksikan kecenderungan suatu perusahaan untuk berinovasi, untuk menjadi proaktif, serta kesediaannya untuk mengambil risiko. Based on some of the definitions outlined above, it can be explained that entrepreneurial orientation refers to processes, practices, and decision-making that encourage new inputs and has three aspects of entrepreneurship, namely always being innovative, acting proactively and taking risks

Market Orientation

Orientasi Market orientation is sesuatu yang important for companies in line with increasing persaingan global competition and changes in kebutuhan customer needs where companies realize that they must always be close to their markets. Orientasi Market orientation refers to kemampuan a company's ability to know about perubahan market changes and kebutuhan customer needs, and to carry koordinasi out functional coordination to deal with changes in the market. Orientasi Market orientation is a aspek dimensional aspect of kultur organizational culture and the nature of orientasi learning orientation and lebih more research to memahunderstand the norms of value that can be maintained and pembelajaran secara organizational learning (Arbawa and Wardoyo, 2018:34). Orientasi Market orientation can dijabarkan be defined as the processes and activities associated dengan withthe creation and satisfaction of customers by cara continuously assessing the needs and desiresginan of customers. Orientasi Market orientation as budaya organisasithe most effective organizational culture in mencreate perilaku critical behaviors for penciptaan nilai superior value creation for buyers as well as performance in business (Susanti et al., 2020:67). From the understanding according to some literature tersebut , it can be concluded that orientasi market orientation is a process and activity related to the creation and satisfaction of customers by cara continuously assessing the needs and desires of customers.

Innovation

Innovation is an idea or idea that is realized and accepted as a hal yang new thing by the company to be adopted. Innovation juga can also be interpreted as pemikiran the creative thinking of individuals who can generate ideas for companies (Halim, 2021:37). Manajemen

Innovation management is a tool used by managers and organizations or companies to develop products and inovasi organizational innovation or denganin other words manajemen innovation management is the management and organization of a process. Through research and development, the company melakukan responds to kesempatan external or internal opportunities and uses upaya creative efforts to introduce new ideas, processes, or products (Tjiptono and Chandra, 2016:229). Innovation itself is defined as taking creative ideas and turning them into useful products or metode working methods yang berguna. A usaha business venture that is able membuat to innovate then the business tersebut can lead and minimize the possibility of competitors to melakukan innovate lebih earlier. Maka dari itu perusahaan harus menyiapkan startegi inovasi terhadap usaha bisnisnya agar dapat menciptakan keunggulan dari pesaing (Kotler and Keller, 2016:454). Based teori-teorion the above theoriesatas, it can be concluded that produk the innovation product pada dasarnya is basically to meet permintaan market demand so produk that the innovation product is salah one that is used as keunggulan a competitive advantage for the company. Innovation creates gagasan new ideas and runs in practice. Innovation is new ideas in products, so the results are better.

Competitive Advantage

Companies that have a competitive advantage always have the ability to understand changes in market structure and are able to choose effective marketing strategies. Definition of *competitive advantage* according to Porter in is the ability of a company to achieve economic benefits above the profits that can be achieved by competitors in the market in the same industry (Apriliani, 2018:18). Competitive advantage according Darmanto and Wardaya (2016:34) yaitu keunggulan bersaing yang terus bertahan, artinya kemampuan organisasi untuk belajar lebih cepat dari pada pesaingnya. Competitive advantage is seen as the ability of a business entity to provide more value to its products than its competitors and that value brings benefits to customers. Competitive advantage is a unique position that the company develops in the face of competitors, and perhaps the company can consistently outperform them (Arbawa and Wardoyo, 2018:12). Based on the opinions of some experts above, it can be concluded that competitive advantage is an advantage when compared to competitors obtained by offering lower value or by providing greater benefits because the price is higher

3. Method

The scope of this study aims to determine the effect of entrepreneurship orientation, market orientation and product innovation on competitive advantage in small & medium industrial centers (SMEs) Krupuk Emping Mlinjo Mojo Kediri. The subjects studied later are the business actors (Owner) emping mlinjo. The observation period was conducted in April to early May 20233, for data collection will be conducted in June-July 20233. Penelitian ini merupakan jenis penelitian verifikatif dengan menggunakan metode penelitian eksplanasi (*Explanatory Research*) dimana sebuah penelitian eksplanatori merupakan penelitian yang menjelaskan hubungan klausal antara variabel penelitian dengan pengujian hipotesa (Sugiyono, 2018:6). The approach of this study is a quantitative approach. Quantitative approach is a method that describes the results of statistical testing either descriptively or inferentially (Sekaran and Bougie, 2017:13). The population of this study is all business actors mlinjo chips scattered in the District of Kediri Regency Mojo with details of the number of businesses of 31 SMEs. Analysis techniques using Statistik inferential statistics (often also called statistik inductive statistics or statistik probability statistics) through uji validity and reliability, tests, assumption tests and multiple linear regression test.

4. Result and Discussion

Descriptive statistical analysis is a statistical technique used to describe and summarize data in numerical or graphical form. The descriptive statistical analysis in this study are as follows:

Table 1. Descriptive Statistical Analysis

Jenis Kelamin	Frekuensi	Persen
Gender Gender	frequency	percent
male	18	58.1%
female	13	41.9%
Total	31	100%
21 years - 30 years	1	3.2%
31 years - 40 years	8	25.8%
41 years - 50 years	14	45.2%
> 50 years	8	25.8%

Source : Processed Data, 2023

Respondents with male gender amounted to 18 individuals (58.1%), while respondents with female gender numbered 13 individuals (41.9%). Overall, it can be interpreted that the majority of emping mlinjo business owners who participated in this study are male. This finding indicates that males tend to have a more entrepreneurial spirit in the home industry business due to their willingness to take significant business risks. Respondents between the ages of 21 to 30 years old accounted for 1 individual (3.2%). Those between 31 to 40 years old totaled 8 individuals (25.8%). Respondents aged 41 to 50 years old were 14 individuals (45.2%), and those above 50 years old amounted to 8 individuals (25.8%). In general, it can be inferred that the majority of emping mlinjo business owners who participated in this study have an average age between 41 to 50 years old. This finding suggests that these business owners are psychologically experienced and in an age range where their productivity is high.

Table 2. Test Of Validity

Correlation	Probability (Sig 2-Tailed)	Significant	Conclusion
Item 1 – Total X1	0.000	< 0,05	Valid
Item 2 – Total X1	0.000		Valid
Item 3 – Total X1	0.000		Valid
Item 4 – Total X1	0.000		Valid
Item 5 – Total X1	0.000		Valid
Item 6 – Total X1	0.000		Valid
Item 1 – Total X2	0.000	< 0,05	Valid
Item 2 – Total X2	0.000		Valid
Item 3 – Total X2	0.000		Valid
Item 4 – Total X2	0.000		Valid
Item 5 – Total X2	0.000		Valid
Item 6 – Total X2	0.000		Valid
Item 1 – Total X3	0,000	< 0,05	Valid
Item 2 – Total X3	0,000		Valid
Item 3 – Total X3	0,000		Valid
Item 4 – Total X3	0,000		Valid
Item 5 – Total X3	0,000		Valid
Item 6 – Total X3	0,000		Valid
Item 1 – Total Y	0,000	< 0,05	Valid
Item 2 – Total Y	0,000		Valid
Item 3 – Total Y	0,000		Valid
Item 4 – Total Y	0,000		Valid
Item 5 – Total Y	0,000		Valid
Item 6 – Total Y	0,000		Valid
Item 7 – Total Y	0,000		Valid

Source : Processed Data, 2023

The table above allows us to conclude that for all questionnaire items related to entrepreneurial orientation, market orientation, innovation, and competitive advantage, the Sig 2-Tailed probability values are below the threshold of 0.05. This means that all questionnaire items in this study can be considered valid. The reliability test results for each item among the variables are as follows Entrepreneurial orientation (X1) has a reliability value of 0.859. Market orientation (X2) has a reliability value of 0.898. Innovation (X3) has a reliability value of 0.872. Competitive advantage (Y) has a reliability value of 0.879. Based on the criteria, it can be concluded that all these values are greater than 0.60. This indicates that the data from the questionnaire items for all research variables have good reliability, meaning that the questionnaire data is reliable. This analysis result suggests that all questionnaire items are suitable as instruments for testing the research hypotheses. The results of the classical assumption tests, as indicated by the normality test for the data, are as follows: Asymp. Sig. value for entrepreneurial orientation variable is 0.688. Asymp. Sig. value for market orientation variable is 0.065. Asymp. Sig. value for innovation variable is 0.260. Asymp. Sig. value for competitive advantage variable is 0.729. Based on the criteria, these values are all greater than the significance level of 0.05. Therefore, it can be concluded that overall, the data for each variable in the study that has been tested follows a normal distribution. The tolerance values for the independent variables, including entrepreneurial orientation (0.733), market orientation (0.722), and innovation (0.564), are all greater than 0.10. Additionally, the VIF (Variance Inflation Factor) for all variables is less than 10.00. Overall, this indicates that the questionnaire data is free from the assumption of multicollinearity. The linearity test results for this study show that the relationship between competitive advantage and entrepreneurial orientation has a significance value of 0.318, the relationship between competitive advantage and market orientation has a significance value of 0.162, and the relationship between competitive advantage and innovation has a significance value of 0.166. Based on the criteria, these results are all greater than 0.05, which means that in this study, the variables being investigated between the independent and dependent variables have a linear relationship. As for the multiple linear regression test results in the study, they are as follows:

Table 3. Multiple Regression test

Variable	B	T _{test}	Sig. t	Conclusion
X1	0.526	3.844	.001	Ha1 accepted
X2	0.161	1.181	.248	Ha2 accepted
X3	0.384	2.485	.019	Ha3 accepted
Constant (a)				7,392
R				0,822
R Square (R ²)				0,676
F _{test}				18,769
Sig. F				0,000

Source : Data by Process, 2023

The multiple linear regression equation is $Y = 18.769 + 0.526 X1 + 0.161 X2 + 0.384 X3$. This can be interpreted as follows: If the independent variables, including entrepreneurial orientation, market orientation, and innovation, remain unchanged, the value of competitive advantage will be 18.769 units. If entrepreneurial orientation is increased, it will affect a change in competitive advantage, which will increase by 0.526 units. The regression value of the market orientation variable is positive, indicating a positive relationship. If market orientation is increased, competitive advantage will also increase by 0.161 units. The regression value of the innovation variable is positive, indicating a positive relationship. If innovation increases, competitive advantage will also increase by 0.384 units. The correlation between the independent variables, including entrepreneurial orientation, market orientation, and

innovation, has a strong relationship with competitive advantage in the Small and Medium Enterprises (SME) Center for Emping Mlinjo in Mojo Kediri, with an R value of 0.822. The coefficient of determination or R square has a value of 0.676, which means that the influence of entrepreneurial orientation (X1), market orientation (X2), and innovation (X3) on competitive advantage in the SME Center for Emping Mlinjo in Mojo Kediri is 67.6%, while the remaining percentage is attributed to other variables and indicators not included in this study. The t-test or partial test is used as a tool to assess the extent to which independent variables in the study affect the dependent variable. The results of the t-test can be presented as follows:

Table 4. T Test

Direct Effect	Ttest	Significant
The impact of Entrepreneurial Orientation on Competitive Advantage	3.844	.001
The impact of Market Orientation on Competitive Advantage	1.181	.248
The impact of Innovation on Competitive Advantage	2.485	.019

Source : Data by Process, 2023

The results of the t-test calculations for the first hypothesis show a calculated t-value of 3.844 > the critical t-table value of 2.039, with a significance level of 0.001 < 0.05. This result indicates that Ha (the alternative hypothesis) is accepted, and Ho (the null hypothesis) is rejected. In other words, there is a partial influence of entrepreneurial orientation on the competitive advantage of business actors in the SME Center for Emping Mlinjo in Mojo Kediri. The results of the t-test calculations for the second hypothesis show a calculated t-value of 1.181 > the critical t-table value of 2.039, with a significance level of 0.248 > 0.05. This result indicates that Ho is accepted, and Ha is rejected. In other words, there is no partial influence of market orientation on the competitive advantage of business actors in the SME Center for Emping Mlinjo in Mojo Kediri. The results of the t-test calculations for the third hypothesis show a calculated t-value of 2.485 > the critical t-table value of 2.039, with a significance level of 0.019 < 0.05. This result indicates that Ha is accepted, and Ho is rejected. In other words, there is a partial influence of innovation on the competitive advantage of business actors in the SME Center for Emping Mlinjo in Mojo Kediri. The calculated F-value in this study is 18.769, and the significance level (p-value) for the F-test is 0.000, which is less than 0.05. It can be concluded that Ha is accepted, and Ho is rejected, meaning that simultaneously, entrepreneurial orientation, market orientation, and innovation significantly influence the competitive advantage of business actors in the SME Center for Emping Mlinjo in Mojo Kediri. This result empirically confirms the third hypothesis.

Discussion

The results of this study showed that partially entrepreneurial orientation has a significant effect on competitive advantage. This can be seen from the calculated t value of 3,844 > t_{Table} of 2,039 with a significant value of 0.001. The results of this study indicate that entrepreneurial orientation has a unidirectional relationship, if entrepreneurial orientation increases, it will be followed by an increase in competitive advantage of business actors emping mlinjo.

The results of this study indicate that the variables of entrepreneurial orientation consisting of taking risks, making products in accordance with the wishes of customers, the ability of entrepreneurs to cope and anticipate all changes, the ability to recognize opportunities and commitment to innovation and creativity to introduce products have a positive effect on

competitive advantage. Hasil penelitian dari Wirawan (2017) yang menunjukkan bahwa orientasi kewirausahaan berpengaruh signifikan terhadap keunggulan bersaing, sejalan dengan yang hasil penelitian dari Sari and Farida (2020);Na'imah (2021) yang menunjukkan bahwa orientasi kewirausahaan terbukti berpengaruh positif dan signifikan terhadap keunggulan bersaing.

The results of this study showed that partially market orientation has no effect on competitive advantage. This can be seen from the t_{count} of 1,181 > t_{Table} of 2,039 with a significant value of $0.248 > 0.05$. This means that empirically this second hypothesis cannot be proven for real. The findings indicate that the market orientation of business actors in influencing customers does not look optimal, so that mlijo emping business actors lack marketing performance aimed at maintaining competitive advantage. This means that IKM emping mlinjo does not yet have market-oriented capabilities, such as being open to new thinking from a product. The results of this study are not in line with the research Hartato and Handoyo (2021) menunjukkan orientasi pasar berpengaruh positif signifikan terhadap keunggulan bersaing. Selanjutnya penelitian ini berbeda dengan pendapat Sari and Farida (2020) yang menunjukkan orientasi pasar berpengaruh positif signifikan terhadap keunggulan bersaing dan penelitian Zidni dan Ngatno (2016) menunjukkan orientasi pasar berpengaruh terhadap keunggulan bersaing.

The results of this study show that partially innovation has a significant effect on competitive advantage. This can be seen from the t_{count} of 2,485 > t_{Table} of 2,039 with a significant value of $0.019 < 0.05$. The results of this study indicate that innovation has a unidirectional relationship, if innovation is improved, there is a tendency of excellence bersaikng emping mlinjo business actors are also getting stronger. The results of this finding said that the higher the value of employers ' policies on innovation, it will negatively affect competitive advantage. In post-covid 19 endemic conditions like this, entrepreneurs feel that increased innovation in products will not experience changes to competitive advantages, where innovations made by entrepreneurs will incur large additional costs. However, buyer interest during the pandemic seems to be declining. The results of this study supported by innovation research will affect the competitive advantage and company performance (Sondra and Widjaja, 2021). Utaminingsih (2016) berpendapat bahwa ada hubungan positif antara inovasi dan keunggulan bersaing. The effect of innovation variables on competitive advantage is significant according to the research results of Kencana and Giantari (2021) yang menunjukkan bahwa inovasi berpengaruh signifikan terhadap keunggulan bersaing. Based on the results of analysis and calculations obtained in this study can be conveyed that simultaneously entrepreneurial orientation, market orientation and innovation have a significant effect on the competitive advantage of business actors in IKM emping mlinjo Mojo Kediri. This result is evidenced by the value of F count in this study of 18.769 and the significance value of F is 0.000 is < 0.05. The results of this study prove that entrepreneurship orientation, market orientation and innovation are important factors that must be considered in maintaining competitive advantage. These factors should be the main focus for business actors emping mlinjo in developing its business to be better known, so as to survive in the competitive era of similar products or other processed products that are very much today. The results of this study are in line with the research of Sondra dan Widjaja (2021) yang menyatakan bahwa orientasi kewirausahaan, orientasi pasar dan keberadaan inovasi memberi dampak positif terhadap keunggulan bersaing. Hasil ini juga diperkuat oleh penelitian dari Zidni and Ngatno (2016);Sari and Farida (2020).

5. Conclusions

Referring to the results of the analysis and discussion that has been done by researchers in the previous chapter, it can be described some conclusions on the implementation of this research that variabel entrepreneurship orientation variables partially and significantly affect the

competitive advantage of the perpetrators of IKM emping mlinjo in Mojo Kediri with a calculated t value of 3,844 > ttable of 2,039 with a significant value of 0.001 < 0.05. The market orientation variable partially did not affect the competitive advantage of the actors of IKM emping mlinjo in Mojo Kediri with a calculated t value of 1,181 < ttable of 2,039 with a significant value of 0.248 > 0.053. Innovation variables partially and significantly affect the competitive advantage of the perpetrators of SMI emping mlinjo in Mojo Kediri with t count of 2,485 > ttable of 2,039 with a significant value of 0.019 < 0.05. Simultaneously, entrepreneurship orientation, market orientation and innovation have a significant effect on the competitive advantage of business actors in IKM emping mlinjo Mojo Kediri. This result is evidenced by the value of F count in this study amounted to 18.769 and the significance value of F is 0.000 is < 0.05.

Acknowledgements

I would like to thank everyone who has given their support and help on this journey. Thanks to my family for the endless love and support. I would also like to thank friends, colleagues and teachers who have shared their knowledge and experience. Without all of you, this achievement would not have been possible. Thankyou.

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