

## Research Article

# Influence of Innovation and Entrepreneurial Orientation on Competitive Through Marketing Performance as Moderating

**Eka Melany Aprillia**

Indonesian College of Economics (STEI), Jakarta

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## Abstract

This study aims to determine the direct influence of innovation and entrepreneurial orientation on competitive advantage with marketing performance as a moderating variable on handicraft MSME entrepreneurs in East Jakarta and the indirect effect of innovation on competitive advantage through marketing performance, the effect of entrepreneurial orientation on competitive advantage through marketing performance. The research strategy used is quantitative. The population in this study are SMEs registered with the Mayor of East Jakarta. The sampling technique used was purpose sampling with data collection instruments consisting of questionnaires. The data taken is primary data. This study uses Path Analysis. The results of the study concluded that innovation and entrepreneurial orientation have a direct effect on competitive advantage through marketing performance. For the mediating effect, marketing performance is not a variable that moderates innovation towards competitiveness excellence. Nevertheless, marketing performance fully moderates entrepreneurial orientation towards competitiveness excellence. The managerial implication of these findings is that MSMEs need to pay attention not only to aspects of innovation and entrepreneurial orientation in their strategy but also to the importance of marketing performance management.

**Keywords:** Innovation, Entrepreneurial Orientation, Competitiveness Excellence, Marketing Performance.

**JEL Classification:** L26, M31, 030

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Corresponding author: Eka Melany Aprillia ([ekamelany11@gmail.com](mailto:ekamelany11@gmail.com))



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## 1. Introduction

Indonesia is a developing country that focuses on economic growth and development in a better direction. Micro, Small, and Medium Enterprises (MSMEs) have made a big contribution in providing employment opportunities and income for the Indonesian people. The role of MSMEs is a very important strategy in the economy as one of the main driving forces in national economic development.

To fulfill consumer satisfaction, an entrepreneur or businessman must have the ability to create added value to the products of his industry and the services provided to consumers. This condition can be achieved through increasing innovation and entrepreneurial orientation in business. In the business world, demands for innovation capabilities are very important. Because the business world is developing very quickly, the level of competition between entrepreneurs with various products from the industry is very high. Facing these challenges and problems, of course, an entrepreneur in his business must demonstrate an entrepreneurial attitude and appropriate flexibility in running or managing his business (Dewi, 2019)

That increasingly sophisticated technology is one of the driving factors for the development of the industrial world today. Not only is the service and manufacturing industry experiencing an increase, but the craft industry or creative industry is also showing very rapid development. This finding was stated by the President of the Republic of Indonesia, Joko Widodo, at Inacraft 2017, that the creative industry is one of the industries that has an important role in supporting the economy of Indonesia because total exports for products from the craft industry and creative industry are increasing and reaching Rp. 852 trillion, a number that is not small (Kuwado, 2017).

Suryana stated that entrepreneurial orientation is referred to as a spearhead (pioneer) to realize sustainable and highly competitive company economic growth. (Suryana, 2017). Meanwhile, Bharadwaj stated that competitive advantage is the result of implementing strategies that utilize various resources owned by the company. A company culture that emphasizes the importance of companies paying attention to the market (market orientation) will lead to strengthening the company's competitive advantage (Bharadwaj, 2023)

In addition, according to Urbancova, product innovation created by companies is the key to competitive advantage that determines the economic success of an organization. Product innovation can also be used as a strategy for achieving marketing performance for a business. The products displayed by business owners must be innovative. The main goal of innovation is to meet market demand. The success of a business in maintaining the continuity of product sales lies in its ability to innovate (Nizam et al., 2020). One of the advantages of MSMEs is that they can survive in the face of crisis conditions. In Indonesia, MSMEs have been proven able to survive economic shocks and become a savior for the economy in the 1997 financial crisis and the 2008 global crisis (Dewi, 2018)

The existence of MSMEs can contribute a significant positive impact on mitigation efforts for the problem. Contributions made by MSME players to Economic crisis conditions can be seen as a support in the process of national economic recovery, seen from the growth rate national economy in increasing the number of jobs, employment, formation of National Gross Domestic Product (GDP), national export value, and national investment.

## 2. Literature Review and Hypothesis

### Literature Review

The first research was by Perwiranegara (2020), this research aims to analyze the influence between variables to answer the question of how the influence of market leadership and innovation strategies on SMEs will improve performance. This research is explanatory research, which explains the cause-and-effect relationship between research variables and hypothesis tests. In accordance with the objectives of this research, the data analysis method is quantitative analysis, technically carried out in two parts of data analysis, namely testing research instruments and data analysis techniques: Testing Research Instruments using reliability and validity tests. Based on the research results that have been described, the conclusion that can be drawn from this research is that the level of innovation applied to wood lathe SMEs in the city of Blitar is greatly influenced by their orientation in entering the market.

The second research was by Metekohy (2018). This research is explanatory with a quantitative approach. The analytical tool is Path Analysis. The sampling technique is non-probability sampling, using judgment sampling techniques. The results of this research are that resource-

based strategies that are actualized in resources and capabilities have the effect of increasing entrepreneurial orientation. A better resource-based strategy can increase competitiveness in terms of cost advantages and differentiation advantages for small businesses and ethnic Maluku micro businesses, especially service businesses.

The third research by Dewi and Suparna (2017) is the influence of entrepreneurial orientation on competitive advantage in the fabric industry, with innovation as a mediating variable. The data analysis techniques used are path analysis and the Sobel test. The results of hypothesis testing in this study show that all proposed hypotheses are accepted. This research finds that entrepreneurial orientation has a direct and significant effect on competitive advantage through innovation as a mediating variable in the cloth industry in the Klungkung Regency. This situation means that owners or managers of cloth businesses need to apply an entrepreneurial orientation to motivate employees to innovate, which can ultimately create a competitive advantage for the company.

The fourth research by Pradnyandana and Yasa (2017), the influence of environmentally friendly innovation and product completeness on marketing performance through the competitiveness of Simantri Gapoktan's environmentally friendly products in Tabanan Regency. The variables examined in this research are environmentally friendly innovation, product completeness, environmentally friendly product competitiveness, and marketing performance. Data was collected through distributing questionnaires. The analysis technique used is the Sobel test using Path Analysis. The results of the analysis show that the environmentally friendly innovation variable has a direct and significant effect on Simantri's marketing performance in Tabanan Regency, the product completeness variable has a direct and significant effect on Simantri's marketing performance in Tabanan Regency, the environmentally friendly product competitiveness variable has a direct and significant effect on Simantri's marketing performance in Tabanan Regency, and environmentally friendly product competitiveness variables mediate the influence of environmentally friendly innovation and product completeness on Simantri marketing performance in Tabanan Regency.

The fifth research by Azizah and Maftukhah (2017) is the influence of partnerships and customer orientation on marketing performance directly and indirectly through competitive advantage. The sampling technique used non-probability sampling, obtaining a sample size of 93 respondents. The research method uses regression analysis and path analysis using the SPSS Statistics 22 analysis tool. The results of the research state that partnership, customer orientation, and competitive advantage have significant value; then, for the mediation effect, it is found that the direct influence of partnership and customer orientation on marketing performance is greater than the indirect effect. The conclusions of this research prove that partnerships, customer orientation, and competitive advantage have a direct influence on marketing performance. In contrast, competitive advantage can mediate the influence of partnerships and customer orientation on marketing performance.

The sixth research was by Kumbara and Afuan (2019). The influence of product innovation dimensions (product feature innovation, product packaging innovation, and product uniqueness innovation) and market orientation on the competitive advantage of processed jicama products in Padang. Data were analyzed using path analysis via SPSS software. Based on the research results, product innovation does not affect the market orientation of processed Jicama products in Padang. On the other hand, market orientation has an impact on the competitive advantage of processed Jicama products in Padang.

## **Hypothesis**

### **Understanding Innovation**

Innovation is the introduction or introduction of new things, renewal, and discoveries that are different from those that already exist or are previously known. Kotabe in Tamamudin (2020) shows that the higher the product innovation carried out by the company, the greater the company's performance will be by increasing purchasing decisions. In global competition,

companies must be able to modify their products to add value to the products they produce and must be able to meet the needs and tastes of consumers. Innovation has characteristics, such as: Having distinctiveness/special meaning that an innovation has distinctive characteristics in terms of ideas, programs, arrangements, systems, including possible expected results.

### Understanding Entrepreneurial Orientation

Stated that "Entrepreneurial orientation is a process, practice, and decision-making activity that leads to the new entry. Entrepreneurial orientation arises from a strategic choice perspective which states that the opportunity for a new entry to succeed is very dependent on the performance that is the goal. The term entrepreneurial orientation is an individual's tendency to innovate, be proactive and be willing to take risks to start or manage a business.

### Understanding Competitive Advantage

Competitive advantage can be defined as the business ability of a company in an industry to adapt to the various environments it faces. A company's competitive advantage determines its competitiveness and is very dependent on the relative level of resources it has, or what we usually call competitive advantage.

### Understanding Marketing Performance

According to Ferdinand (2022), marketing performance is a construct that is often used to measure the impact of strategies and orientations implemented by companies in terms of marketing. The company's strategy is always directed at producing good marketing performance and good financial performance. Furthermore, Ferdinand (2022) also stated that good marketing performance is expressed in three main values, namely customer growth, sales growth, and product success, which ultimately leads to company profits. According to Tjiptono (2019), marketing performance is measured based on the profitability and productivity of marketing decisions.

### Relationship Between Research Variables

The relationships between research variables that can be described as a guide for solving research problems in this thesis are represented by a flow chart. The basis for this research in looking at the development of MSMEs is by surveying and asking directly about monthly income. The survey results will be analyzed, and the results will be compared between one MSME and another MSME. So that sales development is produced in accordance with planning.

### Framework

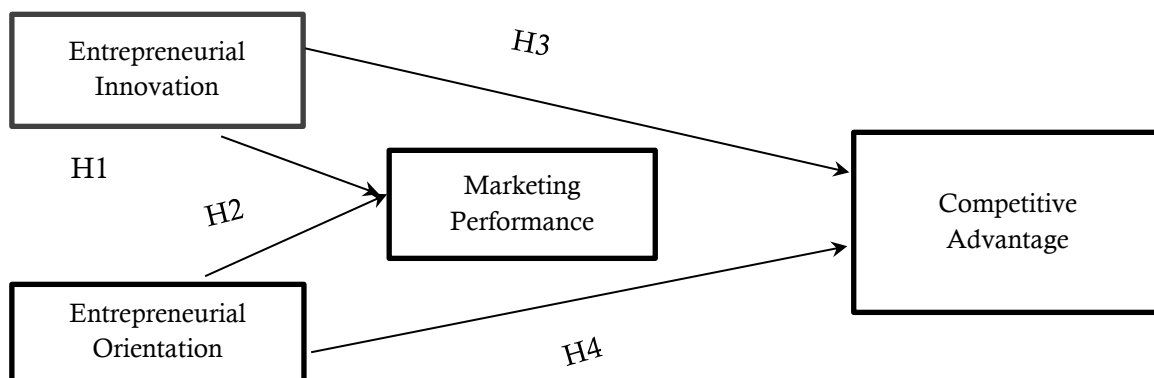


Figure 1. Framework

### 3. Data and Method

#### Research methods.

The research method that will be used in this research is quantitative. The sample in this research used a nonprobability sampling technique. The purpose of choosing a non-probability sampling technique is to determine the sample by taking certain data that is considered appropriate and related to the research being conducted.

#### Data collection technique

In this research, data collection was carried out to obtain the information needed to define the problems in the research. The method used is as follows:

- 1) Library Research (Library Research)
- 2) Field Research (field research)

#### Data analysis method

The data analysis method used by researchers is a quantitative method by analyzing what occurs in MSMEs by conducting surveys.

#### Population and Sample

Quantitative methods are research methods based on the philosophy of positivism. They are used to research certain populations or samples, collecting data using research instruments and quantitative or statistical data analysis, with the aim of testing predetermined hypotheses.

### 4. Results

#### Data Description

The data in this research was obtained from filling out a Likert scale questionnaire by MSME entrepreneurs, especially in the handicraft sector, registered with the Mayor of East Jakarta with a total of 31 respondents. The variables used are as follows:

#### Innovation

The innovation variable for 31 respondents is obtained from the number of criteria (if each statement gets the highest score) = 81.91% of the specified criteria.

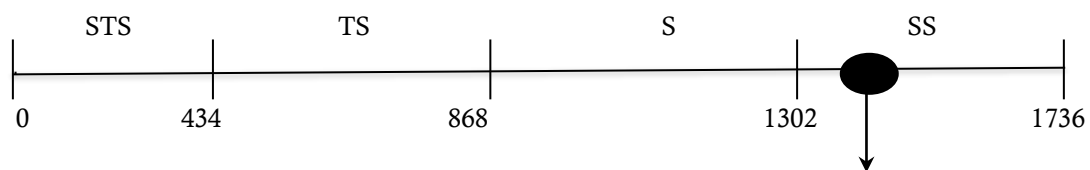


Figure 2. Likert Scale Diagram for Innovation Variables

#### Entrepreneurial Orientation

The entrepreneurial orientation variable for 31 respondents is obtained from the number of criteria (if each statement gets the highest score): 1240 = 80.24% of the specified criteria.



Figure 3. Likert Scale Diagram for Entrepreneurial Orientation Variables

### Marketing Performance

The marketing performance variable for 31 respondents is obtained from the number of criteria (if each statement gets the highest score):  $Y1 = 4 \times 31 \times 9 = 1116$ . The total score of the research results on the marketing performance variable is 875 (Appendix 4); thus, according to the responses of 31 respondents, it is  $875 : 1116 = 78.40\%$  of the specified criteria.



Figure 4. Likert Scale Diagram of Marketing Performance Variables

### Competitive Advantage

The competitive advantage variable for 31 respondents is obtained from the number of criteria (if each statement gets the highest score):  $Y2 = 4 \times 31 \times 7 = 868$ . The total score of research results on the marketing performance variable is 671 (Appendix 5); thus, according to the responses of 31 respondents is  $671 : 868 = 77.30\%$  of the specified criteria.



Figure 5. Likert Scale Diagram for Competitive Advantage Variables

### Validity test

The validity test in this research was processed using a computer with the SPSS version 23.0 program. Where a research instrument is said to be valid (accurate) for this research if it has a validity (r-count) greater than or equal to 0.30 (critical), and if it is less than 0.30, then it is said to be invalid (inaccurate). The variables used are as follows:

### Innovation

The innovation variable contained 14 statements given to 31 respondents. Based on the data processing in Appendix 6, the results obtained from the 14 statements have a count greater than 0.30, so they can be used to collect data for this research.

Table 1. Validity of Innovation Variables

No. Decision	critical	tcount	statement
1	0,395	0,30	Valid
2	0,466	0,30	Valid
3	0,417	0,30	Valid
4	0,634	0,30	Valid
5	0,832	0,30	Valid
6	0,668	0,30	Valid
7	0,595	0,30	Valid
8	0,569	0,30	Valid
9	0,566	0,30	Valid
10	0,645	0,30	Valid
11	0,854	0,30	Valid
12	0,518	0,30	Valid
13	0,725	0,30	Valid
14	0,674	0,30	Valid

Source: Processed data (2020)

Therefore, as seen in Table 1, it can be concluded that all innovation statements are valid.

### Entrepreneurial orientation

The entrepreneurial orientation variable consisted of 10 statements given to 31 respondents. Based on the data processing in Appendix 7, the results obtained from the 10 statements have an r-count greater than 0.30, so they can be used to collect data for this research.

**Table 2. Validity of the Entrepreneurial Orientation Variable**

No. Decision	critical	tcount	statement
1	0,560	0,30	Valid
2	0,617	0,30	Valid
3	0,571	0,30	Valid
4	0,423	0,30	Valid
5	0,687	0,30	Valid
6	0,687	0,30	Valid
7	0,569	0,30	Valid
8	0,820	0,30	Valid
9	0,445	0,30	Valid
10	0,688	0,30	Valid

Source: Processed data (2020)

Therefore, as seen in Table 2, it can be concluded that all entrepreneurial orientation statements are valid.

### Marketing Performance

The marketing performance variable consisted of 9 statements given to 31 respondents. Based on the data processing in Appendix 8, the results obtained from the 9 statements have an r-count greater than 0.30, so they can be used to collect data for this research.

**Table 3. Validity of Marketing Performance Variables**

No. Decision	critical	tcount	statement
1	0,474	0,30	Valid
2	0,644	0,30	Valid
3	0,703	0,30	Valid
4	0,709	0,30	Valid
5	0,758	0,30	Valid
6	0,586	0,30	Valid
7	0,710	0,30	Valid
8	0,773	0,30	Valid
9	0,739	0,30	Valid

Source: Processed data (2020)

Therefore, as seen in Table 3, it can be concluded that all marketing performance statements are valid.

### Competitive Advantage

The competitive advantage variable contained 7 statements given to 31 respondents. Based on the data processing in Appendix 9, the results obtained from the 7 statements have an r-count greater than 0.30, so they can be used to collect data for this research.

**Table 4. Validity of the Competitive Advantage Variable**

No. Decision	critical	tcount	statement
1	0,574	0,30	Valid
2	0,406	0,30	Valid
3	0,629	0,30	Valid
4	0,438	0,30	Valid
5	0,589	0,30	Valid
6	0,554	0,30	Valid
7	0,753	0,30	Valid

Source: Processed data (2020)

Therefore, Table 4 shows that all statements about competitive advantage are valid.

### Reliability Test

After carrying out the validity test for valid statements, the reliability of exogenous and endogenous variables is then carried out. The reliability test was carried out using the one-shot method with the name Croanbach Alpha > 0.60 (critical). Based on data processing regarding statistical reliability, the Croanbach Alpha value is equal to or more than 0.60, so the entire variable statement is reliable.

**Table 5. Results of Innovation Reliability Test, Entrepreneurial Orientation, Marketing Performance and Competitive Advantage**

Variable	r <sub>ii</sub>	r <sub>-critical</sub>	Decision
Innovation	0,860	0,30	Reliable
Entrepreneurial Orientation	0,800	0,30	Reliable
Marketing Performance	0,852	0,30	Reliable
Competitive Advantage	0,611	0,30	Reliable

Source: Processed data (2020)

Based on Table 5 above, Innovation, Entrepreneurial Orientation, Marketing Performance, and Competitive Advantage are considered reliable because the Cronbach Alpha value is > 0.60.

## 5. Discussion

### The Effect of Innovation on Marketing Performance

Based on research conducted by researchers, there is a direct influence of innovation on marketing performance, where the result of this research matches or is the same as research conducted by Pradnyandana and Yasa (2017), which obtained results stating that innovation has a significant influence on marketing performance. The research conducted by researchers Pradnyandana and Yasa (2017) used objects in goods. Hence, the researchers concluded that in goods trade, innovation has a good influence in determining marketing performance in the world of product trade. Technical innovation has a strong and positive influence on marketing performance (Wahyono 2019). Likewise, Prakosa's (2020) research proves that we have a gained competitive advantage, and marketing performance is influenced by market orientation, learning orientation, and innovation. Innovation can also act as an intervening variable from market orientation and learning orientation to company performance.

**H1:** The Effect of Innovation on Marketing Performance

### The Effect of Entrepreneurial Orientation on Marketing Performance

Based on research conducted by researchers, there is a direct influence of entrepreneurial orientation on marketing performance, where the result of this research matches or is the same as research conducted by Hajar and Sukaatmadja (2019), who obtained results stating that entrepreneurial orientation has a significant influence on marketing performance. So, entrepreneurs must maintain or improve their high level of entrepreneurship in marketing their

products. These results are relevant to previous research findings, namely Fadhilah et al. (2021) that entrepreneurial orientation has a positive and significant influence on competitive advantage. These results are also relevant to Afifah et al., (2022) research that entrepreneurial orientation has a positive and significant influence on competitive advantage.

## **H2: The Effect of Entrepreneurial Orientation on Marketing Performance**

### **The Effect of Innovation on Competitive Advantage**

Based on research conducted by researchers, there is a direct influence of innovation on competitive advantage, where the result of this research matches or is the same as research conducted by Dewi and Suparna (2017), who obtained results stating that innovation has a significant influence on competitive advantage. These results provide a meaningful statement in the trade industry, especially in the field of handicrafts, that they must continue to innovate in creating new products. With innovative new products, entrepreneurs can compete in the existing market. Chen et al. in Costa et al. (2020) state that innovation is the main source of competitive advantage in the knowledge economy era because differentiation is created, allowing companies to maintain their advantages better. Apart from that, Kuczmarski (2019) also stated that firm achieve competitive advantage, innovation must always focus on creating something new in the world. This opinion was also stated by Chen et al.

## **H3: The Effect of Innovation on Competitive Advantage**

### **The Effect of Entrepreneurial Orientation on Competitive Advantage**

Based on research conducted by researchers, there is a direct influence of entrepreneurial orientation on competitive advantage, where the result of this research has results that are in accordance with or the same as research conducted by Dewi and Suparna (2017), which obtained results stating that entrepreneurial orientation has a significant influence on competitive advantage. These results state that in the creative industry trade orientation is one of the important things in determining whether an entrepreneur can face the competitive forces in the market. Research Nofrizal et al. (2021) found that orientation entrepreneurship and entrepreneurial intentions have a positive influence on company performance. The theory reinforces this, according to Sulaiman (2018); the proposition underlying the importance of entrepreneurial orientation is that companies with higher levels of entrepreneurial characteristics are likely to have higher levels of performance and growth because they are able to face environmental dynamics more successfully.

## **H4: The Effect of Entrepreneurial Orientation on Competitive Advantage**

## **6. Conclusion**

Innovation has a significant direct influence on marketing performance. Innovation has a significant effect on marketing performance because if the product created has an innovative form, the marketing of the product will increase. Entrepreneurial orientation has a significant direct influence on marketing performance. Entrepreneurial orientation has a significant influence on marketing performance because entrepreneurs must improve their entrepreneurial orientation with high and creative marketing performance. Innovation has a significant direct influence on competitive advantage. Innovation has a significant effect on competitive advantage because the products created are different from competitors' products, so they can occupy the market and gain a competitive advantage. Entrepreneurial orientation has a significant direct influence on competitive advantage. Entrepreneurial orientation has a significant effect on competitive advantage because if entrepreneurial orientation is carried out or implemented well and in accordance with the targets, then the product being marketed can compete.

Marketing performance has a significant direct influence on competitive advantage. Marketing performance has a significant influence on competitive advantage because if the marketing carried out is broad, creative, and attractive it can attract consumers so they can compete and get top markets. Innovation has a significant indirect influence on competitive advantage through marketing performance. Entrepreneurial orientation has an influence significantly

indirect impact on competitive advantage through marketing performance. The managerial implication is that business owners need to strengthen their innovation strategies and entrepreneurial orientation while actively paying attention to effective marketing efforts to improve their business performance in a competitive market.

### Recommendation

For future researchers, it is recommended to explore the influence of innovation and entrepreneurial orientation on competitiveness and marketing performance in MSME entrepreneurship, as well as pay attention to the factors that moderate this relationship. Practical steps such as expanding sample coverage, considering additional variables that might influence results, and using more advanced analytical methods can enrich understanding of these dynamics.

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