



The Influence of Market Orientation, Entrepreneurial Orientation, and Product Innovation on Marketing Performance by Predominance Competitive

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Article Info	Abstract
<p>Article History : Received December 2021 Accepted March 2022 Published June 2022</p> <p>Keywords: <i>Marketing Performance,</i> <i>Market Orientation,</i> <i>Entrepreneurial Orientation,</i> <i>Product</i> <i>Innovation, Predominance</i> <i>Competitive</i></p>	<p>The aim of this study is to find out the marketing performance of a small industry known as <i>IKM</i> on fish processing influenced by market orientation, entrepreneurial orientation, and product innovation by predominance competitive as the mediating variable. It is a quantitative research study. The data was collected by questionnaire and analyzed by path analysis. The population was the businessmen of fish processing <i>IKM</i> in Tegal consisted of unit salting unit, fillet, tender, crackers, shrimp paste, <i>pindang</i> and grilled. It was around 239 units of <i>IKM</i>, with 70 businessmen as the sample. Results of the study shows that this research model is appropriate for this topic. Market orientation has a positive and significant influence on predominance competitive for 17.81%, entrepreneurial orientation has a positive and significant effect on predominance competitive for 13.25%, product innovation has a positive and significant effect on predominance competitive for 4.45%, market orientation has a positive and significant effect on marketing performance by predominance competitive for 40.22% in total, entrepreneurial orientation has a positive and significant effect on marketing performance by predominance competitive for 47.81% in total, product innovation has a positive and significant effect on marketing performance by predominance competitive for 19.24% in total, predominance competitive has a positive and significant effect on marketing performance for 50.30%.</p>

INTRODUCTION

Economic development causes the marketing is not only limited to region but possible to enter the global market. It can be an advantage to make it easier, but it can also be bad. One that feels the impact of economic instability is the business world. As one of the economic drivers, business owners have a very important role in maintaining stability. Therefore, the role of business owners has always been a concern of the government to maintain economic stability.

Java Island is a part of Indonesia which has two potential coastal areas, the north (*Pantura*) and the south coast (*Pansel*). The area of Central Java in the north is an area where many fishermen depend on the marine products. Central Java, which has an

area on the north coast, is a center for small to medium scale fishing and has the potential for marine fish as a producer of fishery production. This is because Central Java is located in the middle of the island of Java and is a trade transportation route across cities and provinces.

Central Java, which has a coastline length of 791.76 km from the entire length of the coast in Indonesia, is one of the provinces that manages marine wealth for regional development. One of the areas in Central Java that also supports fishery products is Tegal with its location on the north coast (*Pantura*) becoming its own potential. *Tegal* as an area on the coast needs to maximize its marine potential. The following is presented data on the production and value of marine fisheries in the districts or cities in Central Java :

Table 1 The Fisheries Production and Values of Districts or Cities in Central Java

No	Districts/Cities	Production (Ton)	Production Values (dalam ribu Rp)
1	Cilacap	19.312	639.217.701
2	Kebumen	3.514	394.467.974
3	Purworejo	169	14.547.862
4	Rembang	95.350	2.600.916.717
5	Pati	48.502	1.707.248.120
6	Jepara	8.764	341.432.012
7	Demak	22.699	690.490.047
8	Kendal	2.452	81.437.205
9	Batang	35.457	1.276.321.556
10	Pekalongan	10.291	380.231.427
11	Pemalang	18.051	671.697.165
12	Tegal	3.432	143.515.711
13	Brebes	13.502	476.778.067
14	Kota Semarang	28	1.098.777
15	Kota Pekalongan	25.901	411.040.629
16	Kota Tegal	95.602	2.326.237.256

Source: BPS of Central Java, 2020

From a production value of 95,602 tons, Tegal has become the largest fishery production area in

Central Java. This condition illustrates that Tegal has a decent fishery potential to be developed and

becomes a potential that can contribute to the formation of a large fisheries sub-sector.

The abundant marine catches in Tegal are used by residents around the fish auction place (*TPJ*). Then the surrounding community formed a processing and marketing group (*POKLAHSAR*), which is a forum for residents who have small industries (*IKM*) in fish processing. Small Industry (*IKM*) is a stand-alone business by individuals and individual business entities, or business entities with their respective criteria.

Most of the marine product processing business activities in Tegal are in the district of *Tegal Barat*. SMIs for processing marine products are centered in the villages of *Tegalsari* and *Muarareja*. Fish processing activities in Tegal are still carried out traditionally with the scope of home industry. From the production activities, *IKM* produces products such as salted fish, fish fillet, pindang and grilled fish, fish/shrimp crackers, tenders and shrimp paste. A business on its way is very natural if it experiences problems in order to survive. Problems that occur need to be addressed so as not to interfere with the continuity of a business. The company's performance has always been a measure of the success of the company's activities so that it spurs every entrepreneur to always improve their performance (Sulistyawati, 2012). Marketing performance is important because it relates to the strength of a business to continue to survive. If the performance that is carried out is not optimal, then the fish processing business actor has not made a maximum contribution. Marketing performance is a measure of achievement obtained from the overall production and marketing activities of a business. Marketing performance is seen as a concept to measure the extent to which market achievements have been achieved by a product produced by a business. According to Ferdinand (2000) that marketing performance is a factor that is often used to measure the impact of the strategy implemented by a business. The strategy of a business is always directed to produce good marketing performance.

Several factors also affect the growth of SMEs, Handrimurtjahyo et.al (2007) grouped two factors, namely internal factors including (a) managerial ability (b) ability of actors or owners (c) ability to access output and input markets, production technology and sources of capital (d) the amount of capital owned. External factors (a)

support in the form of technical and financial assistance from the government/private sector (b) economic conditions as reflected in domestic and world market demand and (c) technological capabilities in the industry. In order to anticipate and overcome marketing performance that has not been optimal, it is important to know the factors contained in the *IKM* of fish processing in Tegal. Business actors need knowledge to achieve optimal marketing performance.

The importance of the size and targets that business actors want to achieve, in order to know the development of the business they are running. A well-measured marketing performance in each period can be used to determine the right strategy to be implemented. In order to achieve optimal *IKM* performance, *SMIs* are required to have a clear orientation in their business activities. The orientation is related to market orientation, technology or innovation, entrepreneurship, customers, competitors and so on.

Anshori (2010) defines market orientation as an operational view of the marketing core that focuses on consumers and marketing. So market orientation is concentrated on creating an organizational image to gain sympathy from consumers for providing good service so that consumers feel satisfied. The results of Alizadeh's (2013) research which studied the relationship between market orientation and its effect on organizational performance were measured using a correlation test and the results showed a positive and significant relationship between market orientation and organizational performance. Furthermore, it was strengthened by Sari's (2013) research. The results of his research that market orientation and creativity also have a positive and significant influence on the marketing performance of apparel traders in the *Pasar Kliwon*, Kudus. Different results were obtained from the research of Hassim et.al. (2011) examines the relationship between entrepreneurial orientation, market orientation, innovation, and company performance with respondents 398 *SMEs* in Malaysia showing the results that entrepreneurial orientation and innovation have a positive effect on company business performance, however, market orientation shows a negative effect on company performance.

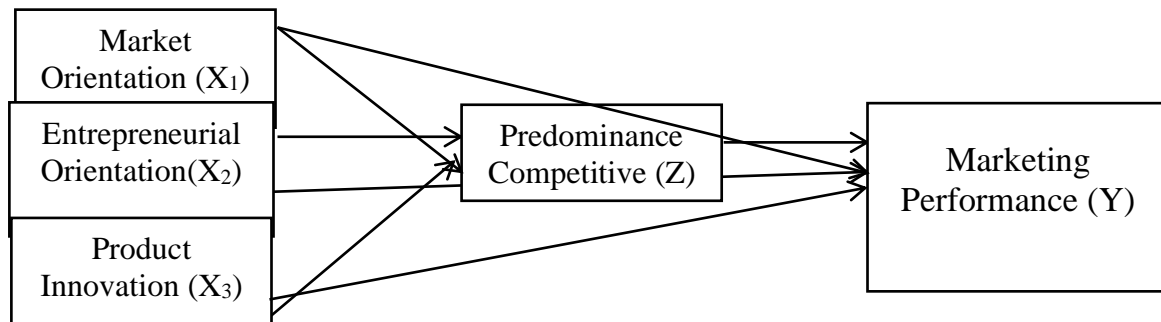
Entrepreneurial orientation is an individual process in pursuing entrepreneurial opportunities

based on the level and nature of available resources (Jalali et al., 2013) while according to Poudel et al. (2012) entrepreneurial orientation is an organizational strategic resource with the potential to generate predominance competitive. Based on Hoque's research (2018) from data that has been collected by 384 *SME* owners in Dhaka-Bangladesh using the *SEM-AMOS* analysis tool, the results show that entrepreneurial orientation and organizational culture are significantly tied to the performance of *SMEs*. Strengthened by Musrifah's research (2017) this study took the home industry population in the Ambal sub-district, Kebumen Regency with a sample of 100 which obtained the results that entrepreneurial orientation and predominance competitive had a significant effect on marketing performance. Different results were also obtained by Zaini et.al. (2014) examined the effect of entrepreneurial orientation on marketing performance but the results were not significant among these variables.

Lipatnikov and Muraveva (2015) state that innovation is a new process that can be created by companies to develop products, create new products, or make updates to the production and distribution process so that they are able to compete for new market segments. The results of Fauni's research (2017) found that there are positive and significant direct and indirect effects between business innovation on business performance through predominance competitive, then there is a positive and significant effect of predominance competitive on business performance. Furthermore, Farida's research (2016) after testing the data showed that innovation had a significant positive effect on market ability and marketing performance. There are different results from Darmanto's (2015) research with the results of his research stating that the innovation orientation shows a negative and insignificant effect on marketing performance.

In this study, there is one intervening variable, namely predominance competitive. The need for intervening variables in this study is based on the results of previous studies, the influence is weak between the dependent variable on the independent variable so that there is a need for a mediating variable between the two. The following are the results of research on predominance competitive as an intervening variable. The first research, Udriyah (2019) stated that market orientation and innovation also significantly influence business performance directly and indirectly through predominance competitive. The second study, Kuswanti (2017) obtained the results that customer orientation and predominance competitive have a significant influence on marketing performance. Then predominance competitive mediates between customer orientation and entrepreneurial orientation on marketing performance, while entrepreneurial orientation has no direct influence on marketing performance. The third research, Aristiyo (2017) got the results of entrepreneurial orientation, market orientation has an effect on marketing performance. In contrast, partnerships have no effect on marketing performance. Then entrepreneurial orientation, market orientation affect predominance competitive and the three variables can be mediated by predominance competitive on marketing performance.

The purpose of this study is to analyze the influence of market orientation on predominance competitive, influence of entrepreneurial orientation on predominance competitive, influence of product innovation on predominance competitive, influence of market orientation on marketing performance by predominance competitive, influence of entrepreneurial orientation on marketing performance by predominance competitive, and influence of product innovation on marketing performance by predominance competitive, and analyze the effect of predominance competitive on marketing performance in *IKM* of fish processing in Tegal.



RESEARCH METHODS

It is a quantitative research which data is related to numbers. The research design used was a hypothesis testing study to test the effect between the hypothesized variables in the study (Wahyudin, 2015). This research design used correlation research because the researcher wanted to know the level of relationship between different variables in a population.

This study analyzed the effect between variables through intervening variables so that the analysis used was Path Analysis or path analysis. The analytical tool used in this study is SPSS version 24.0.

The population in this study were the *IKM* of fish processing businessmen in Tegal including salted fish, fillets, tenders, crackers, shrimp paste,

pindang and grilled fish as many as 239 units. The sampling technique used proportionate stratified random sampling with a total of 70 business actors.

Data collection method was questionnaires and documentations. The measurement of the questionnaire in this study used a Likert scale with five alternative answers and then tested its validity and reliability.

The data analysis technique used was descriptive analysis, requirement test or classical assumption test, path analysis, significant test, coefficient of determination, and Sobel test.

RESULTS AND DISCUSSION

Results of this study can be seen from the t-test, as well as the results of direct and indirect effects between the dependent variable on the independent variable through the intervening variable.

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	30,710	7,535		4,075	,000
1 Market Orientation	,426	,154	,422	3,713	,000
Entrepreneurial Orientation	,383	,087	,364	2,803	,004
Product Innovation	,219	,071	,211	2,766	,008

a. Dependent Variable: Predominance Competitive

Source : Processed Data, 2021

Hypothesis Test

Market Orientation Influenced The Predominance Competitive

Based on the results with multiple regression, it can be seen that market orientation (X1) has a positive effect on predominance competitive of 0.422 or 17.81%. Furthermore, the results of the t-test were $3,713 > 2,000$ with a significance value of $0.000 < 0.05$. These results indicate that market orientation has a positive and significant effect on predominance competitive.

The results of this study are in accordance with the theory of Resources Based View (RBV) and Knowledge Based View (KBV) which state that market orientation is the result of the company's resources in analyzing the market. This is an understanding of market orientation which is related to how a company knows the market itself, customers and competitors related to the products produced, with various variants of fish processing. A market-oriented company is a company that makes customers the mecca for the company to run its business.

Furthermore, these results are also in line with research by Abdullah et al., (2017) which states that with increasing global competition and changes in customer needs, market orientation is very important for small and medium-sized businesses where they must always be close to the market.

Entrepreneurial Orientation Influenced The Predominance Competitive

Based on the results with multiple regression, it can be seen that entrepreneurial orientation (X2) has a positive effect on predominance competitive of 0.364 or 13.25%. Furthermore, the results of the t test are $2.803 > 2,000$ with a significance value of $0.004 < 0.05$. These results indicate that the entrepreneurial orientation has a positive and significant effect on predominance competitive.

This research is in accordance with the theory of Resources Based View (RBV) and Knowledge Based View (KBV) which states that entrepreneurial orientation is the ability of business actors to be creative and innovative which is obtained from the knowledge of their human resources to be the basis, so that it is difficult to imitate by competitors because always have new ideas and ideas. Entrepreneurial

orientation is the ability to take risks, and proactive nature in running business venture. Entrepreneurship-oriented companies are companies that make customers feel satisfied in using the products produced for the company to run their business.

This is also in line with research conducted by Hassim et.al (2011) and Bhaumik et.al (2012), which state that there is a positive relationship between entrepreneurial orientation and business performance. In the results of his research, it is also explained that the entrepreneurial orientation carried out by business people will be able to grow the level of sales and turnover. encourage customers to feel satisfied in using the product.

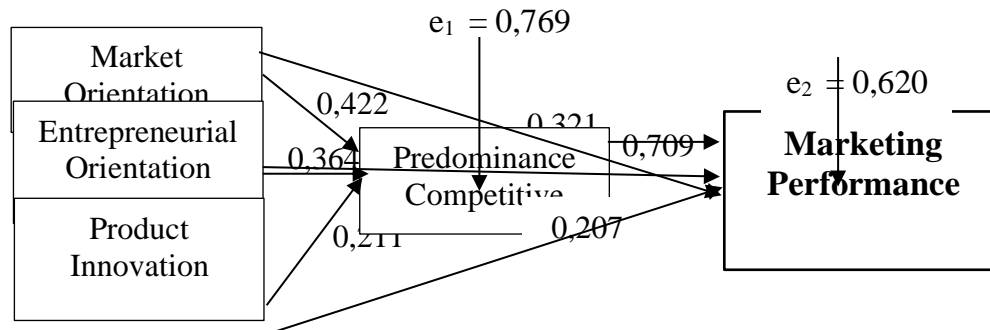
Product Innovation Influenced The Predominance Competitive

Based on the results with multiple regression, it can be seen that product innovation (X3) has a positive effect on predominance competitive of 0.211 or 4.45%. Furthermore, the results of the t test are $2.766 > 2,000$ with a significance value of $0.008 < 0.05$. These results indicate that product innovation has a positive and significant impact on predominance competitive.

This research is in accordance with the theory of Resources Based View (RBV) and Knowledge Based View (KBV) which states that knowledge is the main resource that has an important role in producing skills that will bring up new ideas or ideas in the production process, technology, and product innovation. itself to suit consumer tastes. Product innovation is related to innovative products, while fish processing is one of the typical culinary products of fish processing with various innovative variants, which have cultural values for souvenirs for tourists visiting Tegal which characterizes regional cuisine. Fish processing products have advantages for consumers who like to consume food, especially marine fish. Related to product innovation, fish processing businesses must also innovate where the products are called innovative products because of their uniqueness and taste as well as the variety of types of these products. Therefore, fish processing products must be innovative in order to have a predominance competitive with the uniqueness of the product.

The findings of this study are in line with research conducted by Djojjobo and Tawas Research (2014) which shows that product innovation has a positive effect on predominance competitive. This

shows that if product innovation is increasing or getting better and can follow consumer tastes, then predominance competitive will also increase.



Market Orientation Influenced The Marketing Performance by Predominance Competitive

Based on the results of the path analysis test, it can be seen that the influence of market orientation on marketing performance mediated by predominance competitive was as follows:

Direct influence

$$= (0.321) (0.321) = 0.1030 \text{ or } 10.30\%$$

Indirect influence

$$= (0.422) (0.709) = 0.2992 \text{ or } 29.92\%$$

Total effect = **0.4022 or 40.22%**

Then the results of the t test of $3,576 > 2,000$ with a significance value of $0.001 < 0.05$. These results indicate that market orientation has a positive and significant effect on marketing performance through predominance competitive. The results of this study are in accordance with the theory of Resources Based View (RBV) and Knowledge Based View (KBV) which states that information and knowledge are important things to achieve predominance competitive so that they can succeed in competition with other companies that will improve marketing performance.

The findings of this study are in accordance with research conducted by Suendro (2010) which states that there are 3 components of market orientation, namely customer orientation, competitor orientation and interfunctional coordination. This research shows that product innovation can be increased by increasing customer orientation, competitor orientation and coordination between functions, furthermore, higher product innovation will affect continuous predominance competitive.

Entrepreneurial Orientation Influenced The Marketing Performance by Predominance Competitive

Based on the results of the path analysis test, it can be seen that the influence of entrepreneurial orientation on marketing performance mediated by predominance competitive is as follows:

Direct influence

$$= (0.469) (0.469) = 0.2200 \text{ or } 22.00\%$$

Indirect influence

$$= (0.364) (0.709) = 0.2581 \text{ or } 25.81\%$$

Total effect = **0.4781 or 47.81%**

Then the results of the t test of $4,321 > 2,000$ with a significance value of $0.000 < 0.05$. These results indicate that the entrepreneurial orientation has a positive and significant effect on marketing performance through predominance competitive. The results of this study are in accordance with the theory of Resources Based View (RBV) and Knowledge Based View (KBV) which states that having intangible resources such as managers and employees is very important because human resources have the knowledge and skills they have. by an individual. These knowledge and skills can be used to help companies achieve predominance competitive with their ideas and ideas so that they can improve the company's marketing performance.

The findings of this study are in accordance with research conducted by Merakati (2017) that entrepreneurial orientation has a significant effect on marketing performance both directly and indirectly through a predominance competitive of 18.00% in the batik production of the *UKM* Trusmi batik Central in Cirebon.

Product Innovation Influenced The Marketing Performance by Predominance Competitive

Based on the results of the path analysis test, it can be seen that the effect of product innovation on marketing performance mediated by predominance competitive is as follows:

Direct influence

= $(0.207) (0.207) = 0.0428$ or 4.28%

Indirect influence

= $(0.211) (0.709) = 0.1496$ or 14.96%

Total effect = **0.1924 or 19.24%**

Then the results of the t-test were $3.014 > 2,000$ with a significance value of $0.002 < 0.05$. These results indicate that product innovation has a positive and significant effect on marketing performance through predominance competitive. This research is in accordance with the Resources Based View (RBV) theory and the Knowledge Based View (KBV) theory which states that a company's capital is not only tangible such as assets and equipment but also human resources which are intangible assets which is no less important as capital. Innovation will emerge if there are human resources who have knowledge so that it will create uniqueness as a characteristic of competitors so

that it can create increased company marketing performance.

These results support the opinion of Hartanty and Ratnawati (2013) in their research results, which state that product innovation and entrepreneurial orientation with predominance competitive as a mediating variable, indicate that innovation has a positive and significant effect on predominance competitive.

Predominance Competitive Influenced The Marketing Performance

Based on the results of the path analysis test, it can be seen that the effect of predominance competitive on marketing performance is as follows:

$(0.709) (0.709) = 0.5030$ or 50.30%, the results of the analysis also show the results of the t-test of $7.474 > 2,000$ with a significance value of $0.000 < 0.05$. These results indicate that predominance competitive has a positive and significant effect on marketing performance. The results of this study are in accordance with the theory of Resources Based View (RBV) and Knowledge Based View (KBV) which states that the collaboration of RBV and KBV is a complementary combination because the company is able to utilize its resources, both tangible in the form of assets or equipment or assets. intangible so that market orientation, entrepreneurial orientation and good product innovation can be created, bridged by predominance competitive so as to improve marketing performance. From this combination the company will be superior to competing companies because it likes to be imitated and its role is difficult to replace because it has its own uniqueness.

The findings of this study are in accordance with the opinion of Medhika (2018), Haryanti and Nursusila (2016), Djojjobo (2014) that there is a positive and significant influence of predominance competitive on marketing performance, then the results of research by Dewi and Ekawati (2017), Merakati et al. (2017), and Fauni et al. (2017) also states that predominance competitive as a mediating variable on marketing performance has a positive and significant effect.

CONCLUSION

Based on the results of the study, it can be concluded Market Orientation has a positive and significant effect on Predominance Competitive. Entrepreneurial Orientation has a positive and significant effect on Predominance Competitive. Product Innovation has a positive and significant effect on Predominance Competitive. Market Orientation has a positive and significant effect on Marketing Performance by Predominance Competitive. Entrepreneurial Orientation has a positive and significant effect on Marketing Performance by Predominance Competitive. Product Innovation has a positive and significant effect on Marketing Performance by Predominance Competitive. Predominance Competitive has a positive and significant effect on Marketing Performance.

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