

The Effect Of Business Networks, Entrepreneurial Orientation, Market Orientation, Technology Through Competitive Advantage On Business Performance

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Abstract

Business performance is the success of the business in achieving its goals, where success is obtained from creative entrepreneurs, follow technological developments, where their business situation is better than before and better than other businesses of the same degree, The objective of this study is to analyze Business Network, Entrepreneurship Orientation, Business Network, Technology towards business performance either directly or indirectly through competitive advantage towards business performance at the Kapok Processing Business Center in Pati Regency. The type of research used was quantitative causality research. The population in this study was a business at the Kapok Processing Center in Pati Regency with a sample of 117 business units. The data collection method used was a questionnaire, then, tested for its validity, reliability, and classical assumption test. The data analysis technique used was descriptive analysis, path analysis, and Sobel test. The results show that (1) there is a positive effect of business networks towards business performance (2) there is a positive effect of business networks towards business performance through competitive advantage (3) there is a positive effect of entrepreneurial orientation towards business performance (4) there is a positive effect of entrepreneurial orientation towards business performance. business performance through competitive advantage (5) there is a positive effect of the business network towards business performance (6) there is a positive effect of the business network towards business performance through competitive advantage (7) there is a positive effect of technology towards business performance (8) there is a positive effect of technology towards business performance through competitive advantage (9) there is a positive effect of competitive advantage towards business performance..

INTRODUCTION

The Indonesian economy currently relies on Micro, Small, and Medium Enterprises (MSMEs). The existence of the community of MSME actors in Pati Regency is increasing. MSMEs have a positive impact on society, that is, they can create jobs for themselves and others. The MSME sector has an important role to strengthen the people's economy. MSMEs need to improve their business performance in order to compete with other businesses. This improvement effort can be pursued in many ways. Every entrepreneur must understand the strengths, weaknesses, opportunities, and threats to his business. Every strength owned must be maximized and any weakness that owned must be eliminated.

Pati Regency has several MSME clusters according to their production sector. The cotton industry is one of the MSME sectors that is favored by Pati Regency which ranks 5. The cotton-processing center of Pati Regency is located in Karaban Village, Gabus District.

The performance of cotton processing SMEs in Karaban Village does not reflect good results and is not as expected. The cotton processing business looks sluggish and there is a decrease in the number of production from year to year. The decline in business performance, which has been seen from a decrease in production output and a decrease in sales, is suspected to be influenced by several factors.

Company performance is a construct that is commonly used to measure the impact of a company's strategic orientation. The decline in company performance is certainly a problem and a challenge for the company's strategic orientation to be able to continue to maintain the company's performance well through one strategic orientation in order to survive in the industry.

Internal resources and capabilities determine the strategic choices made by companies when competing in their external business environment. The company's capabilities also enable some companies to add value to the customer value chain, develop new products, or expand into new markets (Khotimah, 2014)

Munizu (2011) revealed that business performance can be influenced by internal factors and external factors. Internal factors consist of aspects of human resources, aspects of financial, aspects of production/operation techniques, and aspects of market and marketing. External factors consist of aspects of government policy, socio-cultural and economic aspects, and aspects of the role of institutions related.

Some of the results of the previous studies on the effect of entrepreneurial orientation on business performance still show different results. Wu (2011) resulted that entrepreneurial orientation has a positive effect on company performance.

Dewinta (2012) stated that entrepreneurial orientation has a negative and insignificant effect on business performance. This indicates that there is almost no effect of the entrepreneurial orientation variable on business performance. That is, higher entrepreneurial orientation does not affect or cause lower business performance. Marketing is a combination of interrelated activities to find out consumer needs through the creation, supply, and exchange of valuable products and services and to develop promotion, distribution, service, and prices so that consumer needs can be well satisfied at a certain level of profit (Oentoro, 2012 in Lestari, 2015).

This study takes the market orientation variable by considering previous research which still shows different results. Research conducted by Arul (2016) has proven that market orientation has a significant positive low effect on entrepreneurial orientation. Lukiastuti (2012) stated that market orientation has a positive and significant effect on marketing performance.

The business performance of the cotton processing has decreased from year to year. Presumably, it is influenced by technology, entrepreneurial orientation, market orientation, and business networks. From several previous studies that have been described, there is a phenomenon that the effect of each factor shows different results. There are studies which stated that it has a significant effect, has an insignificant effect, and has no effect. It is suspected that other variables can mediate the effect of each factor on business performance.

The generic strategy theory stated by Porter (1997) in Suryana (2006) states that competitive advantage develops from the value that the company can create for customers or buyers. Increasing business performance cannot be separated from good product marketing so as to achieve high sales levels. The growth in the number of sales is one of the indicators of business performance.

The performance of a business unit can vary depending on how the entrepreneur can compete with other businesses. A business that has an advantage over other businesses will create more advantages. The theory of generic strategy stated by Porter (1997) in Suryana (2006) states that competitive advantage develops from the value that the company can create for customers or buyers. The way the company processes its owned resources will make the business have a competitive advantage that will improve business performance.

Based on several theories that have been explained, it can be known that competitive advantage is one of the important factors in influencing business performance, so it can be used as a mediating variable. This is strengthened by the result of the previous research conducted by Meutia (2013) which states that competitive advantage has a significant effect on business performance. Majeed (2011) also stated that competitive advantage has a positive effect on performance.

This study will explore the extent of the effect of business networks, entrepreneurial orientation, and market orientation on business performance and business networks, entrepreneurial orientation, and market orientation on business performance through competitive advantage as a mediating variable in the Cotton Processing Business in Pati Regency.

RESEARCH METHODS

This study used a quantitative approach. The population in this study were all business centers of cotton processing in Pati Regency, which amounted to 165 businesses with a sample of 117 businesses. The sampling in this study used a proportionate random sampling technique. The

data collection technique used questionnaires that have been tested for validity, reliability test, and classical assumption test. The classical assumption test consists of normality test, multicollinearity test, heteroscedasticity test, and linearity test. The results of the classical assumption test show that the regression model is normally distributed, there is no multicollinearity, there is no heteroscedasticity, and there is a linear relationship between the independent variables and the dependent variable.

The data analysis technique used descriptive analysis. Another data analysis technique used in this research was path analysis. Path analysis is a statistical analysis technique developed from multiple regression analysis. Competitive advantage is placed as a mediating variable to mediate the effect of Business Network, Entrepreneurship Orientation, Market Orientation, and Technology on business performance. Path analysis criteria are if Total Effect > Direct Effect then it is said to be a mediation, then if Total Effect < Direct Effect then it is said not as a mediation.

Mediation hypothesis testing can also be done with a procedure developed by Sobel known as the Sobel test. This Sobel test is carried out by testing the indirect effect of the independent variables of Network Business (X1), Entrepreneurship Orientation (X2), Market Orientation (X3), and Technology (X4) on the dependent variable, namely business performance (Y) through the variable mediation of competitive advantage (X5). How to find out the results of the Sobel test, that is, if the t-count value > table value, then there is a mediation effect in the study.

RESULTS AND DISCUSSION

The results of the descriptive analysis in this study indicate that the average score of business network is 53.63 in the good category. Entrepreneurial orientation has an average score of 40.47 in the good category. Market orientation has an average score of 36.21 in the good category. Competitive advantage has an average score of 35.43 in the good category. Meanwhile, business performance has an average of 39.59 in the good category.

This study uses path analysis to determine whether there is a direct and indirect effect of business network, entrepreneurial orientation, market orientation, and technology through competitive advantage on business performance. In this path analysis, there are two regression equations.

Regression equation 1 is an effect test of business networks, entrepreneurial orientation, market orientation, and technology directly on competing advantage, the following equation is obtained:

Equation 1:

$$X5 = 0,359X1 + 0,333X2 + 0,158X3 + 0,151X4 + 0,729$$

Regression equation 2 is an effect test of business networks, entrepreneurial orientation, market orientation, and technology indirectly on business performance through competitive advantage, the following equation is obtained:

Equation 2:

$$Y = 0,232X1 + 0,415X2 + 0,205X3 + 0,133X4 + 0,729$$

From the two regression equations above, the path analysis model is described as follows:

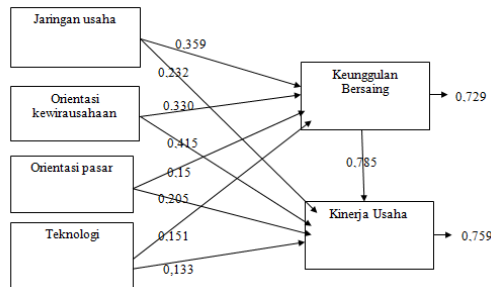


Figure 1. Path analysis model

The path analysis model shows that there are the effect of business networks, entrepreneurial orientation, market orientation, and technology on business performance both directly and indirectly through competitive advantage.

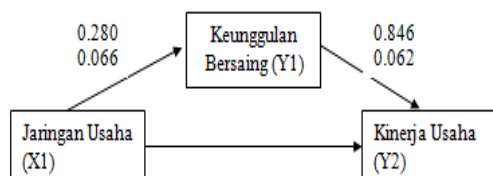
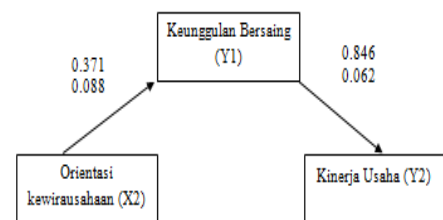


Figure 2. Path test of the business network through competitive advantage on business performance.

From Figure 2, the value of the direct effect of business networks on business performance is 5.3% and the indirect effect of business networks through competitive advantage on business performance is 28.2% and the total effect is 33.5%. It can be concluded that business networks through competitive advantage affect business performance.

Figure 3. Path test of entrepreneurial orientation through competitive advantage on work readiness



From Figure 3, the value of the direct effect of entrepreneurial orientation on business performance is 17.2%, the indirect effect of entrepreneurial orientation through competitive advantage on business performance is 25.9% and the total effect is 43.1%. The effect is positive and significant.

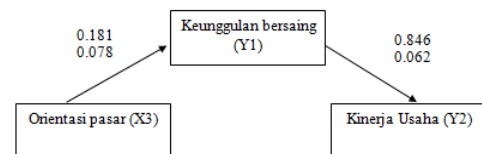


Figure 4. Path test of market orientation through competitive advantage on business performance

From Figure 4, the value of the effect of market orientation on business performance is 4.20%, the indirect effect of market orientation through competitive advantage on business performance is 12.40% and the total effect is 16.60%. The effect is positive and significant.

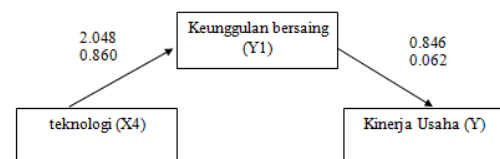


Figure 5. Technology path test through competitive advantage on business performance

From Figure 5, the value of the technology effect on business performance is 1.70%. The indirect effect of technology through competitive advantage on business performance is 11.80% and the total effect is 13.50%. The effect is positive and significant.

The Effect of Business Network on Competitive Advantage

The hypothesis result through the result of the individual parameter significant test (t-test) shows the t-test of the effect of business networks on competitive advantage, it is obtained the value of t-count = 4.221 is greater than t-table 1.657 with a significance value of 0.000 less than 0.05. This means that hypothesis which states that the effect of business networks on competitive advantage is accepted.

The results of this study explain that this condition describes in accordance with the desired theory. A business network can be defined as a form of organization in the economic field used to regulate coordination and realize cooperation between elements within the organization. The business network involves other business units in business activities carried out by producers, both in production and product marketing activities. The business network formed by a business unit will make production more efficient so that it can increase production output. With the increase in production output, the business performance is also getting better

Research conducted by Wu et al. (2011) supports this opinion by obtaining the result that partnerships have a positive correlation with competitive advantage. If the company has a good partnership with the supply chain, it will have a positive effect on competitive advantage. Through the partnership, both parties can build trust, recognition, negotiation, and cooperation then form an integrated operating system that is efficient and can combine with limited internal resources to improve good competitiveness.

The Effect of Entrepreneurial Orientation on Competitive Advantage

The analysis result shows the t-test of the effect of entrepreneurial orientation on competitive advantage, the value of t-count = 4.237 is greater than the t-table of 1.657 with a significance value of 0.000 less than 0.05. This means that the hypothesis which states that there is an effect of entrepreneurial orientation on competitive advantage is accepted.

The research result explains that the entrepreneurial orientation describes in accordance with the desired theory. According to Hisrich et al. (2008), entrepreneurship is the process of creating something new, which is valuable, by utilizing the effort and time required, considering social, physical, and financial risks, and receiving rewards in the form of money, personal satisfaction, and independence.

Entrepreneurial orientation brings the company in a better direction. Entrepreneurial orientation will add value to the company itself so that the company has an advantage or something better than other companies. The direction of an entrepreneur's view must also be future-oriented. The perspective of an entrepreneur will be able to prove whether it will succeed or not.

The findings in this study are also supported by the previous research conducted by Mahmood and Hanafi (2013) which resulted in a conclusion that there is a significant effect between entrepreneurial orientation and competitive advantage.

The Effect of Market Orientation on Competitive Advantage

The analysis result shows the t-test of the effect of market orientation on competitive advantage, it is obtained the value of t-count = 2.307 is greater than t-table 1.657 with a significance value of 0.023 which is smaller than 0.05. This means that the hypothesis which states that there is an effect of market orientation on competitive advantage is accepted.

The research result explains that market orientation affects competitive advantage. The condition of this finding describes in accordance with the desired theory. Market orientation must

look at how customer demand, consumer attitudes, and coordination of functions between parts of the company. One of them is competitor orientation, which means that a competitor-oriented company is often seen as a company that has a strategy on how to share information about competitors, how to respond to competitors' actions, and how top management discusses competitor strategies (Narver and Slater, 1990)

The sustainability of a company can be seen from several aspects, one of which is the company's ability to see the market. Customers or consumers have various characteristics and can be identified by market orientation. The results of market orientation are applied in the process of creating products that become the interest of consumers. The company's ability to read market opportunities can make the company has an advantage compared to similar companies.

The findings in this study are also supported by the previous research. The research conducted by Narastika (2017) shows that there is a positive and significant effect of market orientation on competitive advantage. This shows that the company's ability by conducting market orientation will encourage the company to have an advantage compared to its competitors. Arul (2016) in his research proved that market orientation has a significant positive effect on competitive advantage. Companies that apply market orientation have advantage in terms of customer knowledge and it can be used as a source to create products that are in accordance with the wishes and needs of customers.

The Effect of Technology on Competitive Advantage

The analysis result shows the t-test of the effect of technology on competitive advantage, it is obtained the value of t-count = 2.382 is greater than t-table 1.657 with a significance value of 0.019 which is smaller than 0.05. This means that the hypothesis which states that there is an effect of technology on competitive advantage is accepted.

The research result explains that technology affects competitive advantage. The condition of this finding describes in accordance with the existing theory. Saryawan (2014) stated that

technology is a way of working used in production which is reflected by traditional and modern technology components, measured from the level of automation and manualization. Technology is a concept related to the type of use and knowledge of tools and skills, and how it can affect human ability to control and change things around (Marfuah 2019).

Technology is created by humans to make life easier according to their use and needs. Technology in the field of production was created to make production more efficient in terms of cost, quality, and quantity. Not all business units can use technology because it is hindered by capital factors. Companies that have already used technology in the production process have more and faster production advantages. This makes the company has a competitive advantage.

The findings in this study are in line with the previous research. Research conducted by Winarsih (2014) shows that technology has a partially significant effect in increasing production in the salt processing industry in Pati Regency. This means that technology is a major factor in increasing production.

The Effect of Business Network through Competitive Advantage on Business Performance

The analysis result shows the t-test of the effect of business networks on business performance, it is obtained the value of t-count = 2.642 is greater than t-table 1.657 with a significance value of 0.009 less than 0.05. This means that the hypothesis which states that there is an effect of business networks on business performance is accepted.

Company performance is the output of various factors related to resources. This measure/indicator becomes very important to determine the level of adaptability of the business to its environment. To improve business performance can be achieved by adding business networks such as suppliers of raw materials and between organizations. Business performance needs to be linked to the company's targets set by the business owner-manager. Whatever the target, business performance is a measure to assess how

much is the level of achievement of a business target or goal.

The findings in this study are supported by the previous research. Research conducted by Yasa et al. (2013) also results in finding that the role of the partnership strategy significantly affects the performance of MSMEs. The business network involves other business units in business activities carried out by producers, both in production and product marketing activities. The business network can involve other parties outside the company. Saparuddin and Bado (2011) in their research show that the implementation of business partnerships has a positive and significant effect on financial and non-financial business performance. This indicates that access to marketing, guidance and development of Human Resources (HR), access to capital and linkages to organizational management and culture give a real role in business performance.

The Effect of Entrepreneurial Orientation through Competitive Advantage on Business Performance

The analysis result shows the t-test of the effect of entrepreneurial orientation on business performance, it is obtained the value of t-count = 5.157 is greater than t-table 1.657 with a significance value of 0.000 less than 0.05. This means the hypothesis which states that there is an effect of entrepreneurial orientation on business performance is accepted.

Business performance is the success of the business in achieving its goals. The success is gained from entrepreneurs who have smart brains, which is being creative, following technological developments, and being able to apply them proactively. This can be seen from the business of entrepreneurs where a business situation is more favorable both from the previous period and describe more than any other equivalent or class, which can be seen from the efficiency of the production process which is grouped based on technical efficiency and economic efficiency, company targets determined by business owner-managers, capital, business scale, results or profits, type of business or management, financial performance, and company image. The efficiency

of the production process can generate more value for the company which will give rise to a competitive advantage. Business units that are superior in the production and marketing processes will produce better performance than their competitors.

Previous research also supports the results of this study. Research conducted by Fairoz et al. (2010) concludes that entrepreneurial orientation has a positive and significant effect on the performance of small and medium-sized companies. This research is supported by the research conducted by Yu (2012) which results that entrepreneurial orientation has a positive effect on company performance.

The Effect of Market Orientation through Competitive Advantage on Business Performance

The analysis result shows the t-test of the effect of market orientation on business performance, it is obtained the value of t-count = 2.307 which is greater than t-table 1.657 with a significance value of 0.023 which is smaller than 0.05. This means the hypothesis which states that there is an effect of market orientation on business performance is accepted.

Business performance can be improved by looking at several indicators. Indicator achievement of business performance seen from profit growth. A business unit's main objective is to sell products to consumers. Market orientation can make products marketable. That means it is easy to sell. This will increase the level of sales followed by an increase in profit. Business performance can increase. This is supported by the previous research that discusses the relationship between market orientation and business performance.

Research conducted by Fatonah (2009) shows that market orientation has a significant effect on marketing performance directly. This indicates that the market orientation that has been carried out by the batik industry in Surakarta, increases marketing performance directly. The result also shows that there is an indirect effect of market orientation on marketing performance through competitive advantage.

The research result conducted by Merakati (2017) shows that Market Orientation has a positive effect on Marketing Performance at the Central MSE of Batik Trusmi in Cirebon Regency, either directly or indirectly through Competitive Advantage, the total effect is 14.92%. Market orientation is a business culture where the organization is committed to continuing to be creative in creating superior value for customers. Competitive advantage is also seen from the special expertise and resources of the company which is seen by consumers based on lower purchasing costs, market share, and performance. Competitive advantage can also be seen as the amount of resources and sources of capital collected by the companies.

The Effect of Technology through Competitive Advantage on Business Performance

The analysis result shows the t-test of the effect of technology on business performance, it is obtained the value of t-count = 2.382 which is greater than t-table 1.657 with a significance value of 0.019 which is smaller than 0.05. This means the hypothesis which states that there is an effect of technology on business performance is accepted.

Technology is a concept related to the type of use and knowledge of tools and skills, and how it can affect human ability to control and change things around (Marfuah 2019). Technology is created by humans according to its allocation. The technology used in the production process is made to produce products more efficiently both in quantity and quality. In addition, the work process is faster compared to similar business units that carry out the traditional production process. Companies can create products at competitive prices. It can attract the interest of consumers so that it can increase the level of sales. Increased sales are one of the indicators of increased business performance.

The findings in this study are supported by the previous research. Research conducted by Winarsih (2014) shows that technology has a partial significant effect in increasing production in the salt processing industry in Pati Regency. This means that technology is a major factor in increasing production in the salt processing

industry in Pati Regency. In addition, the research conducted by Nugroho (2014) shows that technology variables have a positive but insignificant effect.

The Effect of Competitive Advantage on Business Performance

The analysis result proves significant, which can be seen from the t-test value equal to 13,575. The t-count value is proven to be greater than the t-table value = 1.657. Thus, the hypothesis can be accepted, and reject the null hypothesis or seen from the significance value of (Sig = 0.000) which is smaller than 0.05. The effect of competitive advantage on business performance of 61.20% is direct effect. Thus, the effect of competitive advantage on business performance is 61.20%.

The findings in this study are in line with the existing theories. According to Porter (1990), competitive advantage is a strategic benefit from companies that cooperate to compete more effectively in the marketplace. Competitive advantage is an advantage over competitors gained by delivering greater value to customers through lower prices or by providing more benefits which is in accordance with higher pricing (Kotler, 2003). Companies that have a better competitive advantage can create products that are more attractive to consumers. This can increase the products sold so that business performance also increases.

CONCLUSION

The conclusions in the research that has been carried out are that business networks have a positive and significant effect on the competitive advantage of the cotton processing business in Pati Regency, entrepreneurial orientation has a positive and significant effect on the competitive advantage of the cotton processing businesses in Pati Regency, market orientation has a positive and significant effect on the competitive advantage of the cotton processing business in Pati Regency, the business network through competitive advantage has a positive and significant effect on the business performance of the cotton processing in Pati Regency, entrepreneurial orientation through

competitive advantage has a positive and significant effect on the business performance of the cotton processing in Pati Regency, market orientation through competitive advantage has a positive and significant effect on the business performance of the cotton processing in Pati Regency and competitive advantage has a positive and significant effect on the performance business of the cotton processing in Pati.

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