



## IMPROVE MARKETING PERFORMANCE THROUGH MARKET ORIENTATION ENTREPRENEURSHIP AND STRATEGI PERFORMANCE AT SME'S OYSTER MUSHROOM IN TEMANGGUNG REGENCY

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### Abstract

The purpose of this research to analyze market orientations sphere creativity strategy influential on the performance marketing of the general perpetrator's oysters fungus in Temanggung. As for the respondent perpetrators oyster fungus in Temanggung sample as much as 100 respondent. While to analyze the technic analyze structural equation modeling. The Result of the performance marketing, influential of the creativity strategi, Sphere influential oh the market orientation, Sphere influential in the performance marketing, Market orientation influential of the creativitve strategy.

### INTRODUCTION

Business developments in the small industry sector are now starting to increase, this development is a separate opportunity for Sukarno (2009) business people. On the other hand, competition in the small industry sector is quite tight because currently, information on goods and services is growing very rapidly. Empirical data shows that consumer goods are preferred over Soejoto and Kaluge (2005) capital goods. In an effort to penetrate market share and expand new market networks among small entrepreneurs competing to attract consumers.

A person's behavior is influenced by environmental factors where the person is located so that the desire from one person to another is different. Companies that are able to adjust to their environment will enjoy more opportunities than companies that are reluctant to adapt to their environment. Besides that, the market is also very important in determining the sustainability of

the company the greater the market orientation of a company the greater the performance of the company. Companies that do not market orientation will not know information about customers and competitors.

Micro, Small and Medium Enterprises (SMEs) mostly done in Indonesia can absorb labor that can reduce the unemployment rate this is because small industries are labor intensive and can increase people's income. Development of Micro, Small and Medium Enterprises (MSE's) is mostly done in Indonesia because it can absorb labor that can reduce the unemployment rate this is because the small industries are labor intensive and can increase community income.

Development of Micro, Small and Medium Enterprises (SMEs) is mostly done by the people in Indonesia considering the business structure that developed during this time rested on the existence of small /medium industries, although with the conditions of concern, both in terms value-added and profits obtained. In

Temanggung Regency there are many small and medium industries such as small and medium industries, furniture, handicrafts, construction materials, workshops, convection, etc. One of the potential industrial sectors in Temanggung Regency is a small and medium-sized industry of Oyster Mushrooms. The largest oyster mushroom industry center is in Tembarak District. With the increasing number of existing Oyster Mushroom producers making the competition tighter. The production data of Oyster Mushroom in Temanggung District during 2017 can be explained in Table 1.

**Table 1.** Oyster Mushroom Sales Data of 2017

No	Month	Sales Volume		
		Total Sales (Kg)	Fluctuations Kg	(%)
1	January	9.785	0	0
2	February	9.910	125	1%
3	March	9.830	-80	-1%
4	April	8.450	-1.380	-14%
5	May	9.200	750	9%
6	June	9.460	260	3%
7	July	9.860	400	4%
8	August	9.225	-635	-6%
9	September	8.940	-285	-3%
10	October	9.170	230	3%
11	November	9.000	-170	-2%
12	December	9.795	795	9%

Be aware of the initial observations I made on 25 SMEs Oyster Mushroom in Temanggung Regency I get the data that can be seen in Table 1. In Table 1 it can be explained that MSMEs of oyster mushroom increase and decrease from year to year. The increase occurred in February, May, June, July, and December while the decline occurred in March, April, August, September, and November. Total sales fluctuations provide opportunities for research.

Like other small industries, the small Oyster Mushroom industry in Temanggung Regency is also inseparable from various problems, which occurred in 2017 the amount of Oyster Mushroom production experienced fluctuations in sales results from business units. Based on preliminary observations made in February 2018 with 25 oyster mushroom entrepreneurs in Temanggung that demand for oyster mushrooms was more than outside Temanggung Regency such

as Wonosobo, Sumowono, Semarang, Jogja etc. Even though the oyster mushroom development industry can be a potential industry.

The main obstacle faced by business operators of oyster mushrooms in Temanggung Regency is that they have not been able to meet market demand, especially the demand from outside Temanggung Regency and the low price. Even though the number of oyster mushroom businessmen is now increasing but still unable to meet market demand, business operators are market-oriented and analyze the marketing environment and develop marketing strategies in their businesses but cannot meet market demand and have a higher selling price.

### Hypothesis Development

Performance (business performance) is aimed at the level of achievement of the company in a certain period of time (Murwatiningsih, 2016). Performance is the degree to which a person's success in completing his work (Sudarma, 2012).

Marketing performance is one aspect of determining business performance. Marketing performance is generally used to measure the impact of a company's strategy (Tanoko, 2010). Strict business competition of small businesses is required 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 line with market preferences of better quality standards compared to competitors.

Market orientation is a business culture that is able to create employee behavior that supports the creation of superior value for customers (Narver & Slater, 1990). Market orientation is the company's ability to produce information about consumers and competitors, the greater the market orientation of an organization, the greater the overall performance (Kohli et al., 1990).

Narver defines market orientation as the most effective and efficient organizational culture to create behaviors that produce good for the buyer and produce superior performance for the company (Narver & Slater, 1990).

Craven (2003) defines market orientation as setting strategic consumer goals and building an organization that focuses on customer service, providing a basis for the competition that focuses on, provides services that are in line with the expectations of consumers, thus successfully winning a competition.

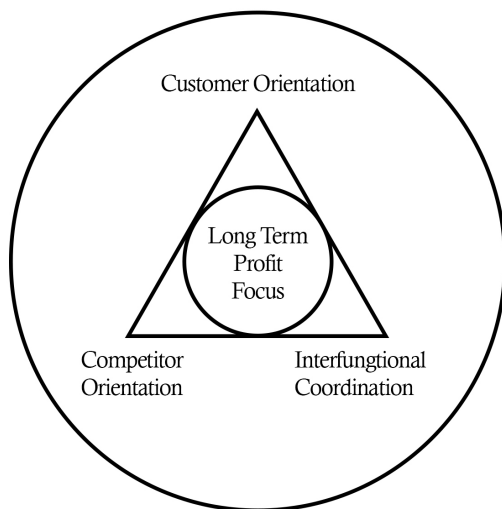
Market orientation is a philosophy in marketing strategies that consider that product sales

do not depend on sales strategies but rather on consumers' decisions in buying products. Therefore, it requires proper attention to customer orientation and competitor orientation in order to provide consumers' needs and desires by giving the best value (Lamb et al., 2011).

Companies that succeed in controlling the market are referred to as market drives firm, namely companies that always put customer orientation and competitor orientation in harmony, resulting in better marketing performance (Alam, 2013). Therefore, the main concept in market orientation is customer orientation and competitor orientation. Research conducted by Jaworski and Kohli (1993) states that market orientation is an organization's effort to know clearly about:

1) Human needs for the present and the future; 2) Dissemination of information about the market, namely the information that exists about an item/ service in the market must be clear so that consumers know there are goods or services as they wish; 3) Having a sense of responsibility from the organization for the development of the market, the involvement of the organization is always needed to monitor or monitor the development of the market which is always changing at any time so that if something happens, it can be dealt with or anticipated as soon as possible.

Narver (1990) draws the conclusion that market orientation consists of three components of behavior, namely customer orientation, competitor's orientation, and coordination between functions that lead to two decisions, namely long focus and profitability. The concept of market orientation is depicted in an equilateral triangle as follows:



**Figure 1.** Market Orientation

The figure above shows that company performance (profitability and long-term focus) is generated and enhanced by focusing on the three components of market orientation (Wahyono, 2002).

The corporate environment always creates opportunities and threats, successful companies are companies that always analyze the marketing environment, so as to be able to face the threats and take the opportunities that exist in the marketing environment. The importance of understanding the marketing environment encourages every company to constantly analyze the ever-changing corporate environment.

The marketing environment is a component of forces beyond the marketing aspect that can affect management's ability to build and maintain customer relationships that comprise the external environment (macro and internal environment (micro) (Armstrong, 2006).

Kotler and Armstrong (2008) classified market segmentation based on the following four variables:

a) Geographical segmentation is the division of markets into different geographic units such as states, states, districts, municipalities and the environment; b) Demographic segmentation is the division of markets into groups based on variables such as age, sex, family size, family life cycle, income, occupation, education, religion, race, generation, and nationality; c) Psychographic segmentation is the division of markets into different groups based on social class, lifestyle or personality characteristics; d) Behavioral segmentation is the division of the market into groups based on knowledge, attitude, usage.

Community environmental indicators are economic, local government policy, technology and sociocultural. Task environmental indicators are the power to enter the competition, substitution products, buyer strengths, competition intensity and the strength of suppliers where the company operates. Internal indicators are resources, organizational culture, and structure.

Hertawan (2015) in his research entitled *The Effect of Business Environment and Strategic Leadership on Competitive Strategies and Business Performance* using variables:

#### **Political environment**

What is meant by the political environment is as an output related to the various laws, laws, and policies of the state in order to regulate and protect the life order of its citizens. Corporate social institutions that live in the community,

the corporate life order is inseparable from the political environment of the country. The relationship is reciprocal and influential. In addition, politics is widely interpreted, so it also includes the level of concentration of the power of polity, the nature of political organization, the party system, public awareness in the community and so forth.

### **Economic Environment**

What is meant by the economic environment or economic system is an organized whole consisting of various economic aspects and economic units in the society that influence company policy. Back to the problems and the nature of the system, the company cannot be separated from the mutual relationship and affect each other on the economic environment. Economic environment factors can be mentioned, among others, various forms of enterprise, competition system, price level and others.

### **Social Environment**

What is meant by the social environment is a unified whole that includes values, attitudes or treatment invite or society and the existing class structure in society that affect or community life especially the development of the company.

### **Technology Environment**

The definition of technological environment is a comprehensive unity of knowledge creates and improves the usefulness of a good or service that is needed by the community. The fact of technological development changes very rapidly and rapidly so that the technological environment greatly affect the development of the company, especially in the production process and the operational activities of other companies.

An indicator used in this research is: 1) The supplier is a company that provides raw materials to produce goods; 2) Marketing mediator is the delivery that distributes the products to the end consumer or consumer; 3) The economic environment is the whole economic system consisting of various economic units that can affect the performance of SMEs.

Creativity is the first step in innovation, which is the success of implementing novelty, the fit of ideas and innovation is vital to the success of long-term change (Tanoko, 2010).

Strategic creativity is a result of one's thinking or another work team from the ordinary to realize a meaningful work of program innovation. Due to the dynamic business world, a step

change is in line with acceleration, no company continuously offering the same goods or services can survive for long.

Strategic creativity is important in carrying out activities, especially in the preparation of strategies. Creativity allows a person or organization to come up with new ideas in every plan of (Widodo, 2008). Similarly, in the world of marketing, creativity is considered important in the preparation of marketing strategies. The creativity of a marketing strategy is defined as an extension of the actions taken to market the product, illustrating the significant difference in the execution of a marketing strategy in its product category. According to Suryana (2016) that creativity molds in mind and is also a developer as the ability to develop new ideas and to discover new ways of solving problems of opportunity. Creativity is a union and different areas of experience to generate new and better ideas. Creativity is a union and different areas of experience to generate new and better ideas (Sari, 2013).

Strategic creativity is a result of one's thinking or another work team from the ordinary to realize a meaningful work of program innovation. Due to the dynamic business world, the step change is in line with acceleration, no company continuously offering the same goods or services can survive for long. Strategic creativity is important in carrying out activities, especially in the preparation of strategies. Creativity allows a person or organization to come up with new ideas in every plan of (Widodo, 2008). Similarly, in the world of marketing, creativity is considered important in the preparation of marketing strategies. The creativity of a marketing program is an extension of the actions taken to market a product that represents a significant difference from marketing execution.

Creativity is the first step in innovation, which is the success of implementing novelty, the fit of ideas and innovation is vital to the success of the long-term change. Due to the dynamic world of business change steps must be aligned with the acceleration, no company is continuously offering the same goods or services can survive long (Wynder, 2008). Tanoko (2010) stated that the creativity of strategy is a result of one's thinking or other work teams from the ordinary to realize a meaningful work of innovation. Innovation is critical to the success of change in general in the business environment (Murwatiningsih et al., 2016).

Research conducted by Nurhayati on Improving Marketing Creativity and Networking



Quality Based on Market Orientation to Marketing Performance using 3 indicators are:

1) Rewards are all revenues of money, direct or indirect goods that employees receive in return or services provided to the company. The Award means all forms of payroll or rewards to employees and arises due to employee staffing. Can be in the form of direct payment (wages, salary, incentives, bonuses) and may also be in the form of indirect payment (insurance, vacation at company expense) and may also be non-cash rewards (flexible hours, challenge); 2) Individual Performance is the result of the achievement of work achieved by a person of the goals to be achieved or tasks that must be implemented within a certain time; 3) Work Team Performance is a unit consisting of two or more that interact and coordinate the work they undertake to achieve the intended purpose.

Previous research conducted Nasution (2014) there is a significant influence between market orientation on marketing performance. While research conducted by Kajalo and Lindblom (2015) states that market orientation does not relate significantly to performance. Sukarno (2009) states that Market Strategy Creativity does not have a significant effect on marketing performance.

While research conducted by Utaminingsih (2016) that the creativity of marketing strategy has a significant effect on marketing performance. Marketing environment has an effect on market orientation. While research conducted by Kajalo and Lindblom (2015) states that market orientation does not relate significantly to performance. Marketing environment for marketing performance.

Nwankwo (2000) states that there is a positive relationship between the marketing environment and marketing performance. This is in contrast to the research conducted by Hidayat (2009) that the environment has no significant effect on marketing performance. Market orientation influences creativity. Research conducted by Rohmaniyah (2017) that market orientation has a significant effect on the creativity of the strategy. While research conducted by Fauzi (2015) states that market orientation has no significant effect on marketing strategy creativity.

Sukarno (2009) states that Market Strategy Creativity does not have a significant effect on marketing performance. While research conducted by Utaminingsih (2016) that the creativity of marketing strategy has a significant effect on marketing performance.



**Figure 2.** Thinking Framework

### Research Variable

Variable is an attribute or the nature or value of people, objects or activities that have a certain variation set by researchers to be studied and drawn conclusions (Sugiyono, 2010). In this Research endogen variables are market orientation, creative strategy, and marketing performance while the endogenous variables of the marketing environment.

### Sample Determination

The sample is part of the number and characteristics possessed by that population. Sampling in this study was done with certain considerations. This research uses Structural Equation Model, then according to Hair et al. (1998), the number of samples required for model testing using SEM is around 100-200 or sample size 5 times observation for estimated parameters. So in this study is 12 indicators multiplied by 9 then the number of samples 108 respondents oyster mushroom.

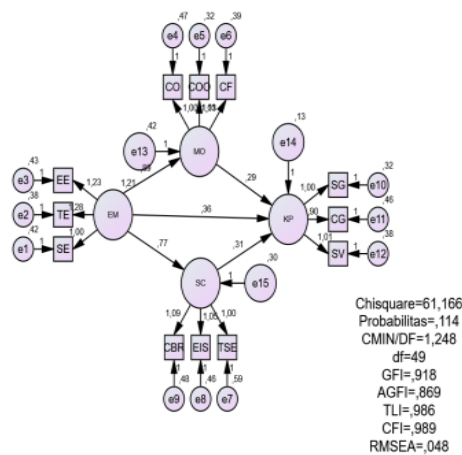
### Analysis Method

This research uses data analysis tool which Structural Equation Modeling (SEM) which operated using program AMOS 22.0. here are seven steps the modeling stage and structural equation analysis according to Ferdinand (2006): Development of the theoretical model: 1) Development of Diagram Chart (Path Diagram); 2) Convection Flow Chart into Equations; 3) Selection of input matrix and model estimation; 4) Assessing Problem Identification; 5) Evaluation of Goodness-of-Fit Criteria

## RESULT AND DISCUSSION

### Description of Research Sample

The sample of this research is 108 respondents taken from the population of UMKM Oyster Mushroom In Temanggung Regency.

**Figure 3.** Research Model

The Figure 3 shows that the model meets the cut-of-value. Thus, the Fit model is good. Another result shows the output of Regression Weights analysis that shows that the variables and indicators are significant in the critical ratio above 1.96 and the probability 0.05.

**Table 2.** Regression Weight

			Estimate	S.E.	C.R.	P	Label
SC	<---	EM	.766	.096	7.950	.000	par_11
MO	<---	EM	.887	.097	9.106	.000	par_13
KP	<---	EM	.356	.137	2.593	.010	par_9
KP	<---	MO	.293	.104	2.814	.005	par_10
KP	<---	SC	.307	.134	2.289	.022	par_12

**Table 3.** Total Effects

	MO	EM	SC	KP
EM	.784	.000	.000	.000
SC	.601	.766	.000	.000
KP	.757	.591	.307	.000
SV	.762	.595	.309	1.007
CG	.679	.531	.276	.898
SG	.757	.591	.307	1.000
CBR	.654	.835	1.089	.000
EIS	.632	.806	1.052	.000
TSE	.601	.766	1.000	.000
CF	1.030	.000	.000	.000
COO	1.108	.000	.000	.000
CO	1.000	.000	.000	.000
EE	.968	1.234	.000	.000
TE	1.005	1.282	.000	.000
SE	.784	1.000	.000	.000

**Table 4.** Direct Effects

	MO	EM	SC	KP
EM	.784	.000	.000	.000
SC	.000	.766	.000	.000
KP	.293	.356	.307	.000
SV	.000	.000	.000	1.007
CG	.000	.000	.000	.898
SG	.000	.000	.000	1.000
CBR	.000	.000	1.089	.000
EIS	.000	.000	1.052	.000
TSE	.000	.000	1.000	.000
CF	1.030	.000	.000	.000
COO	1.108	.000	.000	.000
CO	1.000	.000	.000	.000
EE	.000	1.234	.000	.000
TE	.000	1.282	.000	.000
SE	.000	1.000	.000	.000

Hypothesis testing is based on data processing using SEM analysis by analyzing the value of Regression Weights is the value of Critical Ratio (CR) and Probability (P). The statistical limit of the Critical Ratio (CR) value is above 1.96 and the Probability (P) value is below 0.05.

Hypothesis 1, there is a positive influence of marketing environment on marketing performance. Based on the result of data processing, the CR value for marketing environment relationship and marketing performance is 2,593 above 1.96 and P value is 0,000. The results show that CR and P values in hypothesis 1 qualify so that hypothesis 1 is accepted.

Hypothesis 2 there is a positive effect of marketing environment on market orientation. Based on the result of data processing, the CR value for market orientation relationship and marketing performance is 9,106 above 1.96 and P value is 0,000. The results show that CR and P values in hypothesis 2 qualify so that hypothesis 2 is accepted.

Hypothesis 3 there is a positive effect of market orientation on marketing performance. Based on the results of data processing, CR value for the relationship between market orientation and marketing performance of 2,814 above 1.96 and P value of 0.005. The results show that the CR and P values in hypothesis 3 qualify so that hypothesis 2 is accepted.

Hypothesis 4 there is a positive influence of the marketing environment on strategic creativity. Based on the results of data processing, CR value for the relationship of marketing environment and strategy creativity is 7,950 above 1.96 and P value of 0.000. The results show that the

CR and P values in the hypothesis are eligible so that hypothesis 4 is accepted.

Hypothesis 5 there is a positive influence on strategy creativity on marketing performance. Based on the results of data processing, the CR value for market orientation relationship and marketing performance is 2,289 above 1.96 and P value is 0,022. The results show that CR and P values in hypothesis 2 qualify so that hypothesis 5 is accepted. The estimation parameter for hypothesis testing 7 Marketing Environment on Marketing Performance through market orientation has the value equal to 0,596 bigger than direct test value that is equal to 0,356. So through the market orientation obtained a better value. Parameter estimation for hypothesis testing 7 Marketing Environment on Marketing Performance through Creativity Strategy has a value of 0.766 greater than the direct test value of 0.356. So through the market orientation obtained a better value.

## CONCLUSION AND RECOMMENDATION

Based on the respondent's answer to each statement regarding the market orientation variable known that the respondent agreed. Based on data analysis conducted that market orientation has a positive influence on marketing performance. This means that the market orientation reflected in customer orientation, competitor orientation, and inter-functional coordination has been applied well and has a real contribution to the Marketing Performance, although the inter-functional coordination variables are still not optimal in contributing to improved marketing performance of oyster mushrooms.

Based on respondents' answers to any statement about creativity Strategy is known that the respondent agrees. Based on the data analysis done that the creativity of the strategy has a positive influence on the Marketing Environment, the indicators used in research is able to give a good contribution in analyzing a good marketing environment and in accordance with the wishes of consumers. This means that by creating the creativity of a strategy that suits the marketing environment will be able to nurture consumers and provide a good waiter according to customer expectations.

Based on respondents' answers to any statement regarding the Marketing Environment known to the respondents agree. Based on data analysis, it is stated that the marketing environment has a positive influence on Market Orientation through suppliers, marketing intermediaries and the economic environment of business actors

can know how the market and consumers. This means that the marketing environment owned by MSMEs of Mushroom Oysters is good so as to create Market Orientation, even though the marketing intermediary indicator is not optimal in contributing to the improvement of market orientation at SMEs oyster mushroom in Temanggung.

Based on the respondent's answer to each statement about the marketing environment, respondents gave the answer agreed. And based on data analysis conducted states that the Marketing Environment has a positive influence on Marketing Performance, this means that by understanding the conditions of the marketing environment such as understanding the situation of suppliers, establishing good relationships with suppliers and marketing intermediaries will be able to improve the performance of good marketing.

Based on the respondent's answer to any statement regarding the market orientation and creativity of the strategy give the answer agree. Market orientation has a positive influence on strategic creativity, market orientation provides a good role in enhancing the creativity of marketing strategies. By knowing market orientation such as customer desire, exchanging information with competitors and related well with parties involved then the perpetrators of SMEs Oyster Mushroom can create new strategy creativity.

Based on respondents' answers to any statement about the creativity of the strategy known to respondents gave the answer agree. Strategic creativity affects marketing performance, this is by creating the creativity of the strategy it will have an effect in improving marketing performance, the creativity of the strategy undertaken by the perpetrator of UMKM is a powerful weapon to maintain and increase the number of customers.

Researchers hope the emergence of renewal research. Researchers can then examine other variables that are still strongly associated with improving the performance of corporate marketing such as entrepreneurship orientation, innovation, corporate characteristics. The next researcher can also add another indicator in the variables used in the next study. The results of this study can also be used as reference materials to reinforce the theoretical foundations on how to improve marketing performance through market orientation, marketing environment, and strategic creativity.

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