

# Increasing Marketing Performance through Development of Market Orientation and Entrepreneurship Orientation (A Study on the Participation of Micro, Small and Medium Enterprises (MSMEs) in Bengkulu Province)

Herry Novrianda<sup>1</sup>, Aan Shar<sup>2</sup>, Debby Arisandi<sup>3</sup>

<sup>1</sup>Fakultas Ekonomi Universitas Terbuka, Indonesia

<sup>2,3</sup>Universitas Islam Negeri Fatmawati Sukarno Bengkulu, Indonesia

[herry.novrianda@ecampus.ut.ac.id](mailto:herry.novrianda@ecampus.ut.ac.id), [aan.shar@iainbengkulu.ac.id](mailto:aan.shar@iainbengkulu.ac.id), [debby.arisandi@iainbengkulu.ac.id](mailto:debby.arisandi@iainbengkulu.ac.id)

## Abstract

*At this time, small, micro and medium enterprises (MSMEs) are required to continuously improve their performance. Moreover, if the market reach is not yet wide, business actors need to improve their marketing performance. The sampling method used a judgmental (purposive) technique with a sample size of 270 samples, namely owners/actors of micro, small and medium enterprises (MSMEs) in Bengkulu Province covering the districts of Kaur, Seluma, Lebong, Kepahiang, and Central Bengkulu whose businesses are in the trade and trade sector have been operating for at least the last 5 years. The research data were analyzed using the mean (mean) method and the frequency distribution table. The results of this study indicate that the MSME trade sector in Bengkulu Province has a good performance. This is because the MSMEs have been operating for 5 - 10 years (60.4%), even some of the MSMEs have been operating for 11-15 years (33.75) and > 15 years (5.9%). The types of MSME businesses in the trading sector in Bengkulu Province are food and beverage commodities from agricultural products (35.6%) and trade in agricultural products and live animals (29.3%). In addition, there are several other types of MSME businesses in the trading sector, such as retail trade in textiles and apparel (10%), personal goods (10%), household goods and second-hand goods (5.6%), and consumer goods. -craft items (5.6%). On average, the MSME sector actors also have the last education of SMA and Strata One (S1). Market orientation and entrepreneurial orientation support each other to improve the marketing performance of MSMEs in the trade sector in Bengkulu Province. The marketing performance of MSMEs in Bengkulu Province can be improved through the development of a market orientation that focuses on customer orientation activities but is also supported by competitor orientation and maintaining coordination between functions. In addition to improving the marketing performance of MSMEs through entrepreneurial orientation, MSMEs focus on innovation activities, being proactive and daring to take risks.*

## Keywords

marketing performance; market orientation; entrepreneurship orientation; small and medium enterprises



## I. Introduction

Micro, small and medium enterprises (MSMEs) are one of the subjects that never escapes discussion about the Indonesian economy. This is because MSMEs have a very important role in the development of the national economy which is indicated by the many contributions that have been given to economic growth and employment in Indonesia. However, due to the Covid-19 pandemic, the economy in Indonesia experienced an

economic recession because MSMEs were affected by the outbreak. However, MSMEs continue to be able to survive the ferocity of the Covid-19 pandemic, this can be seen from data from the Coordinating Ministry for Economic Affairs of the Republic of Indonesia in a press release entitled MSMEs Become Important Pillars in the Indonesian Economy stating that the number of Micro, Small, and Medium Enterprises and Medium Enterprises (MSMEs) currently reaching 64.2 million with a given GDP contribution of 61.07% or 8,573.89 trillion rupiah. MSMEs contribute to the Indonesian economy including the ability to absorb labor by 97% and collect up to 60.4% of the total investment. With the growth in the number of MSMEs which is quite large, it indicates that Indonesia has a strong basic economic potential. Thus, both the government and business actors must work together to pay attention to and expand market share. With the growth in the number of MSMEs which is quite large, it indicates that Indonesia has a strong basic economic potential. Thus, both the government and business actors must work together to pay attention to and expand market share. With the growth in the number of MSMEs which is quite large, it indicates that Indonesia has a strong basic economic potential. Thus, both the government and business actors must work together to pay attention to and expand market share.

Regarding the number of MSMEs, they are spread in almost all parts of Indonesia with 34 provinces and one of them is Bengkulu Province. Based on the Central Statistics Agency (BPS) of Bengkulu Province in 2020, the number of villages/kelurahan according to the main source of income for the majority of the population is from agriculture and wholesale/retail trade. Thus, it is very possible that the growth of MSMEs in Bengkulu Province is quite high. As early as possible, provincial and regional governments must realize the potential of MSMEs and provide solutions to business actors who are facing problems in their business.

With the high number of micro, small and medium enterprises (MSMEs) it is also inseparable from several problems and challenges that must be faced. Some of the problems that often occur are in marketing, capital, raw materials, the quality of human resources or MSME actors, strategies against competitors and others.etc. The level of competition between business actors which is so tight at this time requires business actors to continue to improve their performance, especially if the market reach is not yet wide, for that business actors need to improve their marketing performance. Marketing performance is very important in a business, this emphasizes that marketing performance is an important element of company performance in general because a company's performance can be seen from its marketing performance. (Munir et al., 2019). In addition, another problem is that SMEs in Bengkulu Province can attract customers so that the intensity of customers towards these SMEs can continue to increase every year so that the level of profitability is also high.

Based on the background of the problems faced by micro, small and medium enterprises (MSMEs), the increase in marketing performance can be influenced by factors including through the development of market orientation where market orientation focuses on understanding the wants and needs of current customers, and future (Kasim et al., 2018) and entrepreneurial orientation where (Grande et al., 2011) revealed that there is a positive relationship between entrepreneurial orientation and marketing performance. Marketing performance is a factor that is often used to measure the impact of the strategy established by the company as a product market achievement, where every company has an interest in knowing the market performance of its products. (Ferdinand, 2002).

Based on the background that has been described, the formulation of the problem in this study will be discussed: (1) How is the profile of MSME actors in Bengkulu Province

in developing market orientation and entrepreneurial orientation towards improving MSME marketing performance (in MSME business sectors whose numbers are growing at a rapid rate). larger), (2). How to improve the marketing performance of MSMEs between actors who focus on developing market orientation and actors who focus on entrepreneurial orientation?

The purpose of this study is to describe and compare the differences in improving the marketing performance of MSMEs between actors who focus on developing market orientation and actors who focus on entrepreneurial orientation. With this research, it is hoped that MSME actors can improve their business performance.

## **II. Review of Literature**

### **2.1 Marketing Performance**

Performance is a fairly broad concept, and its meaning changes according to user perspectives and needs (Alrubaiee et al., 2017). Performance is a multidimensional concept and the relationship between entrepreneurial orientation and performance may depend on the indicators used to assess performance (Buli, 2017). Baldauf et al (2001) states that effective performance is described as an evaluation of the overall sales results of an organization/company. Market-oriented companies have a positive impact on the performance of large companies (Jaworski & Kohli, 1993) and small companies (Pelham & Wilson, 1995)

### **2.2 Market Orientation**

Market-oriented companies will try to achieve high performance by trying to satisfy the needs and wants of consumers better than their competitors(Dabrowski et al., 2019). Market-oriented business shows the extent of the company's commitment to responding, dissemination of market intelligence and gathering market intelligence that can be applied to meet current and future customer needs and wants, competitor strategies and steps taken, and the broad business environment.(Afsharghasemi et al., 2013).

### **2.3 Entrepreneurial Orientation (Entrepreneurial Orientation)**

Companies with an entrepreneurial orientation try to identify and exploit new opportunities continuously, create new values and become market leaders(Cho & Lee, 2018). Entrepreneurial orientation reflects the extent to which the company identifies and exploits untapped opportunities as an organizing principle within the company(Baker & Sinkula, 2009). Entrepreneurial orientation is a significant contributor to the company's success. The concept of entrepreneurial orientation was developed in a multidimensional construct including the dimensions of innovation, risk taking and proactive attitude(Idar et al., 2012)

## **III. Research Method**

This study uses a survey research method with a quantitative approach. Survey research design is a procedure in quantitative research in which the researcher conducts a survey to a sample or to an entire population of people to describe the attitudes, opinions, behaviors, or characteristics of the population. (Creswell, 1994). Survey research is used to collect data or information about a large population using a relatively small sample. While the quantitative approach, an approach that emphasizes research data in the form of numbers and analysis using statistical calculations (Sugiyono, 2017).

## IV. Result and Discussion

### 4.1 Result

Based on the results of a survey conducted by researchers, data were obtained from research respondents, in this case the owners/actors of micro, small and medium enterprises (MSMEs) in the trading sector in Bengkulu Province covering the districts of Kaur, Seluma, Lebong, Kepahiang, and Central Bengkulu, amounting to 270 respondents. . The characteristics of MSME business actors in the trading sector in Bengkulu Province as obtained from the research results can be seen in the following table:

**Table 4.** Characteristics of SMEs in the Trade Sector of Bengkulu Province

No	Characteristics of SMEs	Amount	Percentage (%)
<b>1</b>	<b>MSME Operation Length</b>		
	5 - 10 Years	163	60.40%
	11 - 15 Years	91	33.70%
	> 15 Years	16	5.90%
<b>2</b>	<b>Last education</b>		
	Middle School	37	13.70%
	SENIOR HIGH SCHOOL	127	47.00%
	Strata One (S1)	102	37.80%
	Postgraduate (S2/S3)	4	1.50%
<b>3</b>	<b>Type of business</b>		
	Trade in agricultural products and live animals	79	29.30%
	Agricultural food and beverage commodities	96	35.60%
	Household goods and second-hand goods	15	5.60%
	Craft items	15	5.60%
	Retail trade of textiles and apparel	27	10.00%
	Children's toys and paintings	11	4.00%
	Personal goods	27	10.00%

*Source: Research Results 2021, data processed*

The table above shows that the average MSME business in the trading sector in Bengkulu Province includes Kaur, Seluma, Lebong, Kepahiang, and Central Bengkulu Regencies that have been operating for 5 - 10 years or 60.4%, this is because the respondents found in the field and in accordance with the research This has been determined to have been in operation for at least the last 5 years so that the owners/business actors of the MSMEs in the trading sector can know the trend of their performance. However, some of the MSME businesses in the trade sector have been operating for 11-15 years (33.7%), even >15 years (5.9%). Furthermore, based on the level of education, it is known that on average the owners/actors of MSMEs in the trade sector in Bengkulu Province have a high school education level (47%) and a bachelor's degree (37.8%). This illustrates that the majority of MSME owners/actors in the trade sector in Bengkulu Province which includes Kaur, Seluma, Lebong, Kepahiang, and Central Bengkulu Regencies have the last education of SMA and Strata One (S1). If it is seen from the type of MSME business in the trading sector in Bengkulu Province, the dominant ones are food and beverage commodities from agricultural products (35.6%) and trade in agricultural products and live animals (29.3%). In addition, there are several other types of MSME businesses in the trading sector, such as retail trade in textiles and apparel (10%), personal goods (10%), household goods and second-hand goods (5.6%), and consumer

goods. -craft items (5.6%). and Bengkulu Tengah have the last education of SMA and Strata One (S1).

To find out the statements of respondents, in this case the owners/actors of micro, small and medium enterprises (MSMEs) in the trading sector in Bengkulu Province covering Kaur, Seluma, Lebong, Kepahiang, and Central Bengkulu Regencies on the variables used in this study can be seen in the following table.

**Table 5.** Respondents' Perceptions of Marketing Performance

No	Statement	Answer					Total Answer	Average
		STS	TS	CS	S	SS		
<b>Sales Growth</b>								
1	Good SME sales growth	0	4	47	146	73	1098	4.07
2	The percentage of sales growth every year continues to increase	0	4	49	148	69	1092	4.04
<b>Average</b>							<b>4.06</b>	
<b>Customer growth</b>								
3	Good customer growth	1	18	123	119	9	927	3.43
4	The percentage of the number of customers every year continues to increase	2	35	126	92	15	893	3.31
<b>Average</b>							<b>3.37</b>	
<b>Profit</b>								
5	SME profit rate is good every year	1	19	115	109	26	950	3.52
6	The percentage of profit every year continues to increase	2	29	141	96	2	877	3.25
<b>Average</b>							<b>3.38</b>	

Source: Research Results (SPSS Output for windows) 2021, data processed

Not	:	Intervals		Information
e:	:	(Range)		
		1.00 – 1.79	=	Very Not Good
		1.80 – 2.59	=	Not good
		2.60 – 3.39	=	Pretty good
		3.40 – 4.19	=	Well
		4.20 – 5.00	=	Very good

In table 4 above, it can be seen that sales growth is the highest indicator of the marketing performance variable with an average value of 4.06. The indicators are good SME sales growth actors with an average value of 4.07 and the percentage of sales growth each year continues to increase with an average score of 4.04. Regarding customer growth, MSME players have a good growth in the number of customers with an average score of 3.43 and followed by the percentage of the number of customers each year continuing to increase with an average score of 3.31. Overall, customer growth has an average value of 3.37 which can be concluded that MSME actors have focused on marketing performance in increasing the percentage of customer growth.

Respondents' questions for market orientation variables in small and medium enterprises (SMEs) in Bengkulu Province can be seen in the following table.

**Table 6.** Respondents Perception of Market Orientation

No	Statement	Answer					Total Answer	Average
		STS	TS	CS	S	SS		
<b>Customer orientation</b>								
1	Business actors listen to input and understand consumer needs	1	6	68	169	26	1023	3.79
2	Strive to increase the value of the quality of its products in accordance with the wishes of consumers	0	5	30	145	90	1130	4.19
3	Provide after-sales service and support services for consumers	0	6	50	147	67	1085	4.02
<b>Average</b>							<b>4.00</b>	
<b>Competitor orientation</b>								
4	Ability to analyze advantages and how to face competitors	0	5	94	151	20	996	3.69
5	Monitoring the strategies of competitors	0	3	79	148	40	1035	3.83
6	Have efforts to increase competitive advantage	0	5	53	183	29	1046	3.87
<b>Average</b>							<b>3.80</b>	
<b>Coordination between functions</b>								
7	All human resources at MSMEs know information about the customers they serve	3	27	144	93	3	876	3.24
8	There is coordination to contribute in increasing the value of products and services for consumers	0	16	130	106	18	921	3.41
9	HR involvement in marketing and new product development	1	7	37	147	78	936	3.47
<b>Average</b>							<b>3.37</b>	

Source: Research Results (SPSS Output for windows) 2021, data processed

Not	:	<i>Intervals</i>		<i>Information</i>
e:	:	(Range)		
	:	1.00 – 1.79	=	Very Not Good
	:	1.80 – 2.59	=	Not good
	:	2.60 – 3.39	=	Pretty good
	:	3.40 – 4.19	=	Well
	:	4.20 – 5.00	=	Very good

The table above shows that MSME business actors in Bengkulu Province are trying to increase the value of product quality according to consumer desires, which is a dominating factor in the customer orientation indicator on the market orientation variable with the highest average value of 4.19. In addition, MSME business actors have provided after-sales service and support for consumers by listening to input and understanding consumer needs, with an average score of 4.02 and 3.79. Overall, the average value of market orientation carried out by MSME actors is 4.0. This shows that MSME actors have carried out market orientation well. Efforts to increase competitive advantage are dominant

indicators of competitor orientation with an average value of 3.87. This shows that MSME actors have carried out various activities to have certain advantages in their products in order to be able to compete in the market. In the competitor orientation indicator, MSME actors also monitor the strategies carried out by competitors with an average score of 3.83.

Respondents' questions for the entrepreneurial orientation variable in small and medium enterprises (SMEs) in Bengkulu Province can be seen in the following table.

**Table 7.** Respondents' Perceptions of Entrepreneurial Orientation

No	Statement	Answer					Total Answer	Average
		STS	TS	CS	S	SS		
<b>Innovation (innovativeness)</b>								
1	Business actors always emphasize research and development	1	7	37	147	78	1104	4.09
2	Striving to be the first in marketing the product	1	4	25	163	73	1113	4.12
3	Business actors always emphasize the use of new technology in marketing their products	3	7	58	146	56	1055	3.91
4	Entrepreneurs are always trying new ideas	1	21	59	145	44	1020	3.78
<b>Average</b>							<b>3.97</b>	
<b>Proactive (proactiveness)</b>								
5	Business actors have confidence in running a business	1	21	114	126	8	929	3.44
6	Oriented to business continuity	1	24	102	121	22	949	3.51
7	Respond to environmental changes	6	74	122	65	3	795	2.94
8	Actively establish partnerships with related parties	3	35	127	93	12	886	3.28
<b>Average</b>							<b>3.30</b>	
<b>Risk taking</b>								
9	Readiness in dealing with uncertain situations	3	41	108	94	24	905	3.35
10	Perform calculations and risk calculations	3	36	126	92	13	886	3.28
11	Responsibility for the emergence of risk	8	25	114	98	25	917	3.40
12	Ability to solve problems that arise	1	18	115	127	9	935	3.46
<b>Average</b>							<b>3.37</b>	

Source: Research Results (SPSS Output for windows) 2021, data processed

Not	:	Intervals	Information
e:	:	(Range)	
	:	1.00 – 1.79	= Very Not Good
	:	1.80 – 2.59	= Not good
	:	2.60 – 3.39	= Pretty good
	:	3.40 – 4.19	= Well
	:	4.20 – 5.00	= Very good

In these tables, it can be seen that innovation is the highest indicator of the entrepreneurial orientation variable with an average value of 3.97. As for the indicators, SMEs are trying to be the first in marketing products, business actors always emphasize research and development, business actors always emphasize the use of new technology in marketing products, business actors always try new ideas. In developing their business, MSME actors are also proactive in running their business with an orientation towards business continuity with an average score of 3.51. After that, it is followed by the confidence for MSME actors in running their business which has an average value of 3.44 and MSME actors actively establish partnerships with related parties with an average score of 3.28. In addition, MSME actors are responsive to environmental changes which only have an average score of 2.94.

## 4.2 Discussion

Law No. 20 of 2008 concerning Micro, Small and Medium Enterprises, MSMEs are explained as a company classified as MSME is a small company owned and managed by a person or owned by a small group of people with a certain amount of wealth and income. MSMEs are divided into three categories, namely the micro-enterprise (UMI) category which has a maximum asset value of 50 million Rupiah and annual sales of no more than 300 million Rupiah. The small business category (UK) has criteria for asset values of more than 50 million Rupiah to 500 million Rupiah and annual sales results between 300 million Rupiah to 2.5 billion Rupiah. The medium-sized business category (ME) has criteria for asset values of more than 500 million Rupiah to 10 billion Rupiah and annual sales results are between 2. Tambunan (2012) MSMEs can be defined as stand-alone productive business units, which are carried out by individuals or business entities in all economic sectors.

The characteristics of MSMEs are factual characteristics or conditions attached to business activities and the behavior of the entrepreneur concerned in running his business. MSMEs can be seen from various aspects, such as criteria and characteristics in the form of number of workers, amount of capital and turnover, type and scale of business, market orientation, and so on. (Gayatri et al., 2017). Apart from these characteristics, Darja & Březinova (2013) The characteristics of SMEs include: 1). Most MSMEs do not have business activity documentation that reflects the company's strategy; 2). The organizational structure is simple without any job description explanation; 3). The goals of MSMEs are often based on the goals and preferences of the private owners; 4). MSME goals are mostly short term; 5). The main goal of most MSMEs is only to generate as much profit as possible; 6). The absence of a good accounting system; and 7). Market capabilities tend to be limited. According to Law no. 20 of 2008 micro, small and medium enterprises aim to grow and develop their businesses in the context of building a national economy based on just economic democracy.

When viewed from the average sales of micro, small and medium enterprises (MSMEs) in the trade sector in Bengkulu Province, they are divided into two categories, namely micro enterprises (UMI) and small enterprises (UK). The average is dominated by the micro-enterprise category (UMI), which is 65.20% which consists of the type of agricultural food and beverage commodity business with an average sales per day of Rp. 500,000 or Rp. 180,000,000 per year, retail trade of textiles and apparel with average sales per day Rp. 700,000 or Rp. 252,000,000 per year, personal goods with average sales per day Rp. 200,000 or Rp. 72,000,000 per year, handicrafts with an average daily sales of Rp. 250,000 or Rp. 90,000,000 per year, as well as children's toys and paintings with an average daily sales of Rp. 300,000 or Rp. 108,000. 000 per year. In addition, 34.80% of MSMEs in the trade sector in Bengkulu Province are in the category of small business (UK), namely



trading of agricultural products and live animals as well as household goods and used goods with an average sales per day of Rp. 4,500,000 or Rp.1,620,000,000 per year.

In this study, the owners/actors of micro, small and medium-sized enterprises (MSMEs) in the trading sector in Bengkulu Province, the largest number came from retail trade businesses because these businesses directly interact and meet the needs of the general public. The classification of retail trade is traditional and modern. The traditional ones are traditional markets, while the modern ones are called modern shops, including mini-markets. Based on the results of the research, the most dominant types of trading business in Bengkulu Province are agricultural food and beverage commodities (35.6%) and trading of agricultural products and live animals (29.3%). In addition, there are several other types of MSME businesses in the trading sector, such as retail trade in textiles and apparel (10%), personal goods (10%), household goods and second-hand goods (5.6%), as well as handicrafts (5.6%). The MSME trade sector in Bengkulu Province has a tendency to perform well. This is because the MSMEs have been operating for 5 - 10 years (60.4%), even some of them have been operating for 11-15 years (33.75) and > 15 years (5.9%). The owners/actors of MSMEs in the trading sector in Bengkulu Province, on average, have the latest high school education and a bachelor's degree (S1).

Market orientation and entrepreneurial orientation support each other to improve the marketing performance of MSMEs in the trade sector in Bengkulu Province. The marketing performance of MSMEs in Bengkulu Province can be increased through the development of a market orientation that focuses on customer orientation activities but is also supported by competitor orientation and maintaining coordination between functions. In addition to improving the marketing performance of MSMEs through entrepreneurial orientation, MSMEs focus on innovation activities, being proactive and daring to take risks. In this study, there are differences between MSME actors who focus on developing market orientation and MSME actors who focus on entrepreneurial orientation. If MSME actors in Bengkulu Province focus on developing market orientation, what must be paid more attention to is the indicator of customer orientation (customer orientated) apart from having the highest average value, MSME actors in customer orientation (customer oriented) continue to increase productivity and production efficiency based on their wishes. consumer. MSME actors have not focused optimally on competitor orientation and coordination between functions due to limited human resources (HR) and costs to involve the development of sophisticated technology into their business, this applies to MSME actors in Bengkulu Province which are still classified into the category Micro Enterprises (UMI) with annual sales of not more than Rp. 300,000,000. Whereas, If MSME actors in Bengkulu Province focus on developing an entrepreneurial orientation, what must be paid more attention to are indicators of innovation (innovativeness) apart from having the highest average score, MSME actors are developing businesses by opening new branches, using technology in marketing products such as utilizing media social, and always produce products with their own characteristics to be different from competitors' products. This can be seen for MSME actors in Bengkulu Province who are classified as Small Enterprises (UK) with annual sales of more than Rp. 300,000,000 to Rp. 2,500,000,000. However, have not been able to focus optimally on a proactive orientation and risk taking due to being less responsive to changes in the existing business environment and still lacking in calculating the risk calculations that are likely to be faced. exist, such as MSME actors who are less able to compete to face developing trends and global competition. Meanwhile, in risk taking because it is still lacking in calculating the risk calculations that are likely to be faced.

## V. Conclusion

Micro, small and medium enterprises (MSMEs) in the trade sector in Bengkulu Province have performed well. This is because the MSMEs have been operating for 5 - 10 years (60.4%), even some of the MSMEs have been operating for 11-15 years (33.75) and > 15 years (5.9%). The types of MSME businesses in the trading sector in Bengkulu Province are food and beverage commodities from agricultural products (35.6%) and trade in agricultural products and live animals (29.3%). In addition, there are several other types of MSME businesses in the trading sector, such as retail trade in textiles and apparel (10%), personal goods (10%), household goods and second-hand goods (5.6%), as well as goods for sale. -craft items (5.6%). On average, the MSME sector actors also have the last education of SMA and Strata One (S1). Market orientation and entrepreneurial orientation support each other to improve the marketing performance of MSMEs in the trade sector in Bengkulu Province. MSME marketing performance in Bengkulu Province can be improved through the development of market orientation that focuses on customer orientation activities but is also supported by competitor orientation and maintaining coordination between functions. In addition to improving the marketing performance of MSMEs through entrepreneurial orientation, MSMEs focus on innovation activities, being proactive and daring to take risks.

## References

- Afsharghasemi, A., Zain, M., Sambasivan, M., & Ng Siew Imm, S. (2013). Market Orientation, Government Regulation, Competitive Advantage and Internationalization of SMEs: A Study in Malaysia. *Journal of Business Administration Research*, 2(2). <https://doi.org/10.5430/jbar.v2n2p13>
- Alrubaiee, L. S., Aladwan, S., Abu Joma, M. H., Idris, W. M., & Khater, S. (2017). Relationship between Corporate Social Responsibility and Marketing Performance: The Mediating Effect of Customer Value and Corporate Image. *International Business Research*, 10(2), 104. <https://doi.org/10.5539/ibr.v10n2p104>
- Asheq, A. Al, & Hossain, M. U. (2019). SME performance: Impact of market, customer and brand orientation. *Academy of Marketing Studies Journal*, 23(1), 1–9.
- Baker, W. E., & Sinkula, J. M. (2009). The complementary effects of market orientation and entrepreneurial orientation on profitability in small businesses. *Journal of Small Business Management*, 47(4), 443–464. <https://doi.org/10.1111/j.1540-627X.2009.00278.x>
- Baldauf, A., Cravens, D. W., & Piercy, N. F. (2001). Examining business strategy, sales management, and salesperson antecedents of sales organization effectiveness. *Journal of Personal Selling and Sales Management*, 21(2), 109–122. <https://doi.org/10.1080/08853134.2001.10754262>
- Basco, R. (2019). The Effect of Entrepreneurial Orientation on Firm Performance: A Multigroup Analysis Comparing China , Mexico , and Spain ” , who. *Journal of Business Research*, 1–57.
- Bereket Mamo Buli. (2017). Entrepreneurial orientation, market orientation and performance of SMEs in the manufacturing industry: evidence from Ethiopian enterprises Bereket. *Management Research Review*, 40(3).
- Best, R. J. (2009). Market-based management: strategies for growing customer value and profitability. 515.
- Black, J. A., & Champion, D. J. (1999). *Metode dan Masalah Penelitian Sosial* (R. A.

- Koeswara E, Salam D (ed.). PT. Refika Aditama.
- Budiharjo, D. (2011). *Pijar Pijar Manajemen Bisnis Indonesia*. Prasetiya Mulya Publishing.
- Cho, Y. H., & Lee, J.-H. (2018). Entrepreneurial orientation, entrepreneurial education and performance. *Asia Pacific Journal of Innovation and Entrepreneurship*, 12(2), 124–134. <https://doi.org/10.1108/apjie-05-2018-0028>
- Cooper, D. R., & Schindler, P. S. (2003). *Business Research Methods (Eight Edit)*. McGraw-Hill.
- Coulthard, M. (2007). *the Role of Entrepreneurial Orientation on Firm Performance and the Potential Influence of Relational Dynamism*. Monash University, Business and Economics , Working Paper, 1–12.
- Creswell, J. W. (1994). *Research design: Qualitative and Quantitative Approaches*. Sage Publications.
- Dabrowski, D., Brzozowska-Woś, M., Gołąb-Andrzejak, E., & Firgolska, A. (2019). Market orientation and hotel performance: The mediating effect of creative marketing programs. *Journal of Hospitality and Tourism Management*, 41(November), 175–183. <https://doi.org/10.1016/j.jhtm.2019.10.006>
- Darja, D. H., & Březinová, I. M. (2013). Basic Characteristics of Small and Medium-Sized Enterprises in Terms of Their Goals. *International Journal of Business and Social Science*, 4(15), 98–103. [www.ijbssnet.com](http://www.ijbssnet.com)
- Fairoz, F. M., Hirobumi, T., & Tanaka, Y. (2010). Entrepreneurial Orientation and Business Performance of Small and Medium Scale Enterprises of Hambantota District Sri Lanka. *Asian Social Science*, 6(3). <https://doi.org/10.5539/ass.v6n3p34>
- Ferdinand, A. (2002). Marketing Strategy Making: Proses & Agenda Penelitian. *Indonesian Journal of Marketing Science*, 1(1), 1–22.
- Frambach, R. T., Fiss, P. C., & Ingenbleek, P. T. M. (2016). How important is customer orientation for firm performance? A fuzzy set analysis of orientations, strategies, and environments. *Journal of Business Research*, 69(4), 1428–1436. <https://doi.org/10.1016/j.jbusres.2015.10.120>
- Gayatri, A., Nurranto, H., & H. (2017). *Perkoperasian dan UMKM*. Unindra Press.
- Gholami, S., & Birjandi, M. (2016). The Effect of Market Orientation and Entrepreneurial Orientation on the Performance of SMEs. *Jurnal Ilmu Administrasi Bisnis*, 5(1), 361–369.
- Grande, J., Madsen, E. L., & Borch, O. J. (2011). The relationship between resources, entrepreneurial orientation and performance in farm-based ventures. *Entrepreneurship and Regional Development*, 23(3–4), 89–111. <https://doi.org/10.1080/08985620903183710>
- Green, K. W., Inman, R. A., Brown, G., & Willis, T. H. (2005). Market orientation: Relation to structure and performance. *Journal of Business and Industrial Marketing*, 20(6), 276–284. <https://doi.org/10.1108/08858620510618110>
- Hair, F. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate Data Analysis*. Pearson Prentice Hall.
- Hernández-Linares, R., Kellermanns, F. W., López-Fernández, M. C., & Sarkar, S. (2019). The effect of socioemotional wealth on the relationship between entrepreneurial orientation and family business performance. *BRQ Business Research Quarterly*. <https://doi.org/10.1016/j.brq.2019.03.002>
- Hidayatullah, S., Firdiansjah, A., Patalo, R. G., & Waris, A. (2019). The effect of entrepreneurial marketing and competitive advantage on marketing performance. *International Journal of Scientific and Technology Research*, 8(10), 1297–1301.
- Hult, G. T. M., & Ketchen, D. J. (2001). Does market orientation matter?: A test of the

- relationship between positional advantage and performance. *Strategic Management Journal*, 22(9), 899–906. <https://doi.org/10.1002/smj.197>
- Idar, R., Yusoff, Y., & Mahmood, R. (2012). The Effect of Market Orientation as Mediator to Strategic Planning Practices and Performance Relationship: Evidence from Malaysian SMEs. *Procedia Economics and Finance*, 4, 68–75. [http://dx.doi.org/10.1016/S2212-5671\(12\)00322-X](http://dx.doi.org/10.1016/S2212-5671(12)00322-X)
- Jaworski, B. J., & Kohli, A. K. (1993). Market Orientation: Antecedent and Consequences. *Journal of Marketing*, 57(1), 53–70.
- Jones, J. B., Wimpenny, D., & Gibbons, G. J. (2017). Market, entrepreneurial, and technology orientations: impact on innovation and firm performance. *Management Decision*, 55(2).
- Kasim, A., Ekinci, Y., Altinay, L., & Hussain, K. (2018). Impact of market orientation, organizational learning and market conditions on small and medium-size hospitality enterprises. *Journal of Hospitality Marketing and Management*, 27(7), 855–875. <https://doi.org/10.1080/19368623.2018.1438955>
- Keh, H. T., Nguyen, T. T. M., & Ng, H. P. (2007). The effects of entrepreneurial orientation and marketing information on the performance of SMEs. *Journal of Business Venturing*, 22(4), 592–611. <https://doi.org/10.1016/j.jbusvent.2006.05.003>
- Kohli, A. K., & Jaworski, B. J. (1990). Market Orientation : The. 54(April), 1–18.
- Leischnig, A., & Geigenmüller, A. (2018). When does alliance proactiveness matter to market performance? A comparative case analysis. *Industrial Marketing Management*, 74, 79–88. <https://doi.org/10.1016/j.indmarman.2017.09.025>
- Liu, Y., Li, Y., & Xue, J. (2011). Ownership, strategic orientation and internationalization in emerging markets. *Journal of World Business*, 46(3), 381–393. <https://doi.org/10.1016/j.jwb.2010.07.012>
- Lumpkin, G. T., & Dess, G. G. (1996). Clarifying the Entrepreneurial Orientation Construct and Linking it to Performance. *Academy of Management Journal*, 21(1), 135–172.
- Maydeu-Olivares, A., & Lado, N. (2003). Market orientation and business economic performance: A mediated model. *International Journal of Service Industry Management*, 14(3–4), 284–309. <https://doi.org/10.1108/09564230310478837>
- Merakati, I., Rusdarti, R., & Wahyono, W. (2017). Pengaruh Orientasi Pasar, Inovasi, Orientansi Kewirausahaan melalui Keunggulan Bersaing Terhadap Kinerja Pemasaran. *Journal of Economic Education*, 6(2), 114 – 123.
- Migliori, S., Pittino, D., Consorti, A., & Lucianetti, L. (2019). The relationship between Entrepreneurial Orientation, Market Orientation and Performance in University Spin-Offs. *International Entrepreneurship and Management Journal*, 15(3), 793–814. <https://doi.org/10.1007/s11365-017-0488-x>
- Monteiro, A. P., Soares, A. M., & Rua, O. L. (2017). Linking intangible resources and export performance: The role of entrepreneurial orientation and dynamic capabilities. *Baltic Journal of Management*, 12(3), 329–347. <https://doi.org/10.1108/BJM-05-2016-0097>
- Munir, A. R., Ilyas, G. B., Maming, J., & Kadir, N. (2019). The effect of geo-cultural product attractiveness on marketing performance: A conceptual framework. *Quality - Access to Success*, 20(173), 54–58.
- Narver, J. C., & Slater, S. F. (1991). The effect of a market orientation on business profitability. In *Journal of Product Innovation Management* (Vol. 8, Issue 3, p. 223). [https://doi.org/10.1016/0737-6782\(91\)90038-z](https://doi.org/10.1016/0737-6782(91)90038-z)
- Núñez-Pomar, J., Prado-Gascó, V., Añó Sanz, V., Crespo Hervás, J., & Calabuig Moreno,

- F. (2016). Does size matter? Entrepreneurial orientation and performance in Spanish sports firms. *Journal of Business Research*, 69(11), 5336–5341. <https://doi.org/10.1016/j.jbusres.2016.04.134>
- Partomo, S. T dan Soejoedono, A. . (2004). *Ekonomi Skala Kecil dan Menengah*. Ghalia Indonesia.
- Pelham, A. M., & Wilson, D. T. (1995). A Longitudinal Study of the Impact of Market Structure, Firm Structure, Strategy, and Market Orientation Culture on Dimensions of Small-Firm Performance. *Journal of the Academy of Marketing Science*, 24(1), 27–43. <https://doi.org/10.1177/009207039602400103>
- Peridawaty, Toendan, R. Y., & Wenthe, I. K. (2021). The effects of entrepreneurial orientation and organizational learning on marketing capability in supply chain management. *Uncertain Supply Chain Management*, 9(1), 21–30. <https://doi.org/10.5267/j.uscm.2020.12.005>
- Saha, K., Kumar, R., Dutta, S. K., & Dutta, T. (2017). A content adequate five-dimensional Entrepreneurial Orientation scale. *Journal of Business Venturing Insights*, 8(August), 41–49. <https://doi.org/10.1016/j.jbvi.2017.05.006>
- Sisay, D. T., Verhees, F. J. H. M., & van Trijp, H. C. M. (2017). The influence of market orientation on firm performance and members' livelihood in Ethiopian seed producer cooperatives. *Agrekon*, 56(4), 366–382. <https://doi.org/10.1080/03031853.2017.1409126>
- Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Alfabeta.
- Suliyanto, & Rahab. (2012). The role of market orientation and learning orientation in improving innovativeness and performance of small and medium enterprises. *Asian Social Science*, 8(1), 134–145. <https://doi.org/10.5539/ass.v8n1p134>
- Swoboda, B., & Foscht, T. (2014). *International Small and Medium-Sized Enterprise*. Springer Gabler.
- Tambunan, T. (2012). *Usaha Mikro, Kecil dan Menengah di Indonesia: Isu-Isu Penting*. LP3ES.
- Taylor, P. (2013). The effect of entrepreneurial orientation on the internationalization of SMEs in developing countries. *African Journal of Business Management*, 7(19), 1927–1937. <https://doi.org/10.5897/AJBM2013.1633>
- Toryanto, A. A., & Hasyim. (2017). Networking quality and trust in professional services. *European Research Studies Journal*, 20(3), 354–370. <https://doi.org/10.35808/ersj/714>
- Voss, G. B., & Voss, Z. G. (2000). Strategic orientation and firm performance in an artistic environment. *Journal of Marketing*, 64(1), 67–83. <https://doi.org/10.1509/jmkg.64.1.67.17993>
- Walker, R. H., Slater, R., Callaghan, B., Smyrniotis, K., & Johnson, L. W. (2004). Measuring marketing performance against the backdrop of intra-organisational change. *Marketing Intelligence & Planning*, 22(1), 59–65. <https://doi.org/10.1108/02634500410516913>
- Wiklund, J., & Shepherd, D. (2005). Entrepreneurial orientation and small business performance: A configurational approach. *Journal of Business Venturing*, 20(1), 71–91. <https://doi.org/10.1016/j.jbusvent.2004.01.001>
- Winata, A. Y. S. (2010). Mengukur Kinerja Pemasaran: Kajian Konseptual dan Perkembangan Teori. *Jurnal Riset Akuntansi Dan Bisnis*, 119–135.
- Zahra, S. A., & Covin, J. G. (1995). Contextual influences on the corporate entrepreneurship-performance relationship: A longitudinal analysis. *Journal of Business Venturing*, 10(1), 43–58. [https://doi.org/10.1016/0883-9026\(94\)00004-E](https://doi.org/10.1016/0883-9026(94)00004-E)