



The Role of Entrepreneurship Orientation and Market Orientation on Product Innovation and Business Performance at SMEs Restaurants in Lamongan

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ABSTRACT

This study analyzes business performance in the context of product innovation which is influenced by entrepreneurial orientation and market orientation. Based on the results of the path analysis, it shows that product innovation is an intervening variable on the variable of competitive advantage. The results also show that entrepreneurial orientation does not have a significant effect on product innovation while market orientation has a significant effect. Entrepreneurial orientation and product innovation have a significant effect on business performance, while market orientation has no significant effect.

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1. Introduction

Small and Medium Enterprises (SMEs) in developing countries can be said to be the backbone of the country's economy. Its role is very important and strategic because around 99.99% of companies are included in the SMEs category. After the implementation of the CAFTA (China and Asean Free Trade Area) free trade starting in 2010 and the enactment of the ASEAN Economic Community (AEC) in 2015, competition occurred not only with large domestic companies but also with SMEs and large companies in Asia. The number of Indonesian SMES industry entrepreneurs is among the highest among other countries, especially since 2014. In 2014, data from the Ministry of Cooperatives and SMESs stated that there were around 57.9 million SMEs players in Indonesia, contributing to PDB 58.92% and employment of 97.30%. Around 88.8-99.9% of businesses in ASEAN are SMEs with employment reaching 51.7-97.2%.

Morris and Lewis (1995: 33-34) explain the importance of entrepreneurial orientation and market orientation as a unit that supports success, especially for SMESs. Entrepreneurial orientation is seen as an art in seeing the challenges and opportunities that are being faced and how to make product innovations by making decisions with all the risks that exist, while market orientation is related to the company's ability to plan and implement product concepts, prices, promotions, and distribution of both goods and goods. services. Product innovation is giving new ideas to a product so that it is more valuable. These three things, namely entrepreneurial orientation, market orientation and product innovation have become an inseparable part as a factor affecting the company's efforts to improve its performance.

Meanwhile for East Java Province, in 2018 the number Small and Medium Enterprises (SMEs) touched the figure of 9.7 million. Number of SMEs in Lamongan Regency as many as 130,006 SMEs units managed to absorb 327,422 workers.

In Lamongan Regency, restaurants are included in the sub-category of providing accommodation and food and drink which contributed 1.73% to Gross Regional Domestic Product (GRDP) according to 2019 data but has had significant growth starting from 2015. This is a sign that this sector can still be developed again, not only depending on annual activities but factors that can influence the growth of this sub-sector, namely entrepreneurial orientation, market orientation and product innovation which can affect business performance per unit and simultaneously increase the contribution to PDRB of Lamongan Regency.

The research wanted to see and analyze the influence of market orientation, entrepreneurial orientation, and innovation on SMEs business performance. Where this research is built based on empirical studies and theoretical studies starting with the statement that entrepreneurial orientation is one of the important factors that can determine the success of a business. The entrepreneurial orientation of an entrepreneur is considered to have a significant role in the success of a business, so that the business can perform healthily. Furthermore, market orientation is the most effective organizational culture in creating important behaviors for the creation of superior value for buyers and performance in business (Narver and Slater, 1990). While Innovative reflects the tendency of an entrepreneur to come up with and realize new ideas, try new methods that are different from the previous ones and enthusiasm to adopt new ideas or new methods for their business, then apply these innovations in their business operations. (Lumpkin & Dess, 2001; Wiklund & Shepherd, 2005).

a. Entrepreneurial Orientation

Entrepreneurial orientation is a characteristic and value held by entrepreneurs themselves, which are the nature of never giving up, taking risks, speed and flexibility (Debbie Liao and Philip Sohmen, 2001). Miles et al (2003), in research: "Entrepreneur Orientation, Market Orientation, and Performance in Established and Startup Firms". This study examines the effect of entrepreneurial orientation and market orientation on performance. Entrepreneurial orientation is a latent variable consisting of three indicators, namely, 1) Innovative, 2) pro-active, aggressive tendencies to take advantage of environmental opportunities; and 3) A willingness to take and manage risks.

The form of application of entrepreneurial attitudes can be indicated by an entrepreneurial orientation with an indication of the ability to innovate, proatify, and the ability to take risks (Looy et al 2003). Innovation capability relates to perceptions and activities of new and unique business activities. One's proactiveness to strive for achievement is



another indication of the application of personal entrepreneurial orientation. Likewise, if a company emphasizes proactivity in its business activities, then the company has carried out entrepreneurial activities which will automatically encourage high performance (Weerawardena, 2003, 424). Dare to take risks can be defined as someone who is oriented towards opportunities in the uncertain context of decision making.

Miles et al (2003), in research: "Entrepreneur Orientation, Market Orientation, and Performance in Established and Startup Firms". This study examines the effect of entrepreneurial orientation and market orientation on performance. Entrepreneurial orientation is a latent variable consisting of three indicators, namely, 1) Innovative, 2) pro-active, aggressive tendencies to take advantage of environmental opportunities; and 3) A willingness to take and manage risks. Individual entrepreneurs in small companies, especially in the service sector, play a very important role towards the innovation process, even in some areas where large companies are effective innovators, individual entrepreneurs and small companies still make a large contribution (Hitt, et al, 1999). . This study shows a positive and significant effect of entrepreneurial orientation, market orientation towards performance. Innovative indicators are very significant and strong determinants of the traits of an entrepreneurial oriented person. So based on the description above and the results of the research:

H1: If the company applies an entrepreneurial orientation, the culinary business product innovation in Lamongan Regency is getting higher.

b. Market Orientation

According to Narver and Slater, as quoted by Tjiptono and Chandra (2012: 31), defines market orientation as a business culture that is able to effectively and efficiently create employee behavior in such a way as to support efforts to create superior value for customers.

The following describes the dimensions of market orientation of Tjiptono and Chandra (2012: 31-32): Customer orientation is an adequate understanding of target buyers in order to be able to create superior value for them on an ongoing basis. In this regard, it relates to customer commitment, customer value creation, and understanding customer needs; Competitor orientation is that the company understands the short-term advantages and disadvantages as well as the capabilities and long-term strategies of current and potential competitors. In this case it has to do with reacting quickly to the actions of competitors, targeting opportunities in competitive advantage; and Inter-functional coordination is the coordinated use of company resources in order to create superior value for target customers.

c. Product Innovation

According to Machfoedz as quoted by Reniati (2013: 24), defining innovation is a process to turn opportunities into marketable ideas. Innovation is more than just a good idea. A pure idea plays an important role, and the creative mind develops into a valuable idea.

According to Galbarith (1973) defines product innovation as the process of bringing new products to be useful. Product innovation is an important way for companies to remain able to adapt to markets, technology, and competition (Dourgerty, 1996). Product innovation can take the form of changes in design, components and product architecture. Product innovation is one thing that has the potential to create people's thoughts and imaginations that ultimately create customers (Drucker, 1954 in Berthon et al, 1999). Product innovation refers to the development and introduction of new or developed products that are successful in marketing (Nelly et al, 2001). Innovation as implementing new ideas that create value (O'Regan and Ghobadian, 2005). Which means applying new ideas to a product so as to create added value to the product. If it does not create added value, it means not innovation. Innovations are goods, services, or ideas that are considered new by someone (Uncles, 2009).

Product innovation can be classified into three basic categories, namely: (1) Additional lines, products that are still recognized by business organizations but are new to the market; (2) The same products, products are considered new to business organizations, but are known by the market, namely the imitation of competitors' products; (3) products that are new to the market, products are considered new by both business and market organizations (Wahyono, 2002: 8). According to Han, et al (1998: 4) concluded that environmental monitoring of new technological innovation ideas, information technology and so on is very significantly related to product innovation.

Product innovation attributes are product quality, product variants and product style and design (Kotler and Armstrong, 2004). Product quality is the ability of a product to perform its functions, which include durability, reliability, and resulting accuracy. Product variants are a competitive means of differentiating products from one another, or between products owned by competitors' products. Style only describes the appearance of a particular product whereas Design contributes to the usability of the product.

Kohli & Jaworski as cited by Anshori (2011) is an operational view of the core of marketing, namely focus on consumers and coordinated marketing. So market orientation focuses more on creating an organizational image on its ability to get sympathy from customers because it is able to provide excellent service so that consumers feel very satisfied. Consumers who are satisfied, of course, because their wants and needs are fulfilled for a consumption that continues to change and develop. And these needs and desires are met by the existence of a company effort that focuses on what is of value to its targeted customers through product innovation. So based on the description above and supported by the results of the research, the proposed hypothesis is:

H2: If the company applies a market orientation, the culinary business product innovation in Lamongan Regency will be even higher.

d. Business Performance

According to Fauzi (1995: 207) "Performance is a general term used for part or all of the actions or activities of an organization in a period, along with references to a number of standards such as past or projected costs, a basis of efficiency, responsibility, or management accountability and the like ". According to Mulyadi (2001: 337) "Performance is the success of personnel, teams, or organizational units in realizing pre-determined strategic goals with the expected behavior."

Miles et.al, (2003), in research: "Entrepreneur Orientation, Market Orientation, and Performance in Established and Startup Firms". This study examines the effect of entrepreneurial orientation and market orientation on performance. This study shows a significant positive effect of entrepreneurial orientation and market orientation on performance. So



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based on the description above and supported by the results of the research, the proposed hypothesis is:

H3: If the company applies an entrepreneurial orientation, the performance of the culinary business in Lamongan Regency will get higher.

According to Tjiptono et al (2008: 239) the measurement of marketing performance is based on the profitability and productivity of marketing decisions. Profitability analysis is based on an assessment to examine the effect of various marketing strategies and programs on the profit contribution of a product or service. Meanwhile, productivity is based on the consequences of sales or market share resulting from the application of certain marketing strategies. If the level of sales, from year to year continues to increase and sales of its products dominate the market, then the company's profit growth will also increase and indicate that the company is performing better. Satisfied consumers certainly trigger sales which in turn increase business performance. Then the hypothesis put forward is:

H4: If the company applies a market orientation, the performance of the culinary business in Lamongan Regency is getting higher.

Cravens and Piercy (2009: 4) put forward several important statements related to the concept of market orientation and innovation:

"Market orientation is a business perspective that makes the customer the focal point of a company's total operations. "A business is market-oriented when its culture is a system automatically and entirely committed to the continuous creation of superior customer value." Importantly, achieving a market orientation involved the use of superior organizational skills in understanding and satisfying customer. Becoming market – oriented requires the involvement and support of the entire workforce. The organization must monitor rapidly changing customer needs and wants, determine the impact of these changes on consumer behavior, increase the rate of product innovation, and implement strategies that build the organization's competitive advantage. "

In line with the opinion put forward by Best (2009), the statement put forward by Cravens and Piercy (2009) has the same point of attention and goal. Their attention and goals focus on the customer in order to achieve the main goal of the organization, namely profitability. The intended profitability will be obtained by the organization if its customers are satisfied. Based on the statements put forward by Craven and Piercy, it is also clear that market orientation is closely related to innovation and business performance, which means that product innovation is the variable of discussion studied in this study. So based on the description and research above, the hypothesis is made:

H5: If the company implements product innovation, the performance of the culinary business in Lamongan Regency will be even higher.

Bonaventure Efrin Antyadika (2014) found that entrepreneurial orientation and ability to adapt to the environment have a positive effect on competitive advantage. Entrepreneurial orientation can have a direct effect on business performance and indirectly through competitive advantage. The ability to adapt to the environment can have a direct effect on business performance and indirectly through competitive advantage.

Research from Quantananda and Haryadi (2015). This study is intended to determine how the influence of the dimensions of entrepreneurial orientation affects the company's business performance, either simultaneously or partially. In addition, this study is also intended to determine which variables have the most influence on the business performance of companies engaged in the food industry, and drinks in Surabaya. The data processing method uses validity, reliability, classical assumption test, and descriptive statistical analysis, while the data analysis method used is the Pearson correlation technique and multiple regression analysis. The data in question was obtained from the results of a survey through a questionnaire. The results revealed that the three dimensions, namely innovative, proactive, and risk taking have an influence on the company's business performance. Especially in the financial aspect,

Research from Helia et.al, (2015). This research is motivated by the increasingly tight competition between the batik industry. One of the batik SMEs in Indonesia that is facing competition is the batik SMEs in Kampung Laweyan Solo. Not only competing with the domestic batik industry, but also competing with the batik industry abroad. To be able to compete, a batik industry must create an advantage in the batik products it produces. Likewise, the batik SMEs of Kampung Laweyan Solo must have a competitive advantage in order to compete with other batik industries. Innovation can be used as a strategy in achieving competitive advantage. Therefore, it is necessary to increase product innovation in order to achieve competitive advantage, namely by means of market-oriented and entrepreneurial orientation. This type of research is explanatory research, which aims to examine the causal relationship among the variables studied, namely competitive advantage, market orientation, entrepreneurial orientation and product innovation. The population in this study were 124 SMEs batik owners in the Batik Laweyan village, Solo and the sampling technique used was purposive sampling in order to obtain a total sample size of 50 people. The analysis technique used is quantitative analysis with the help of SPSS (Statistical Package for Social Science). The results showed that there was a partial or simultaneous influence between market orientation, entrepreneurial orientation and product innovation on competitive advantage.

Hussain, Rahman, & Shah (2016) found that Market Orientation and Entrepreneurial Orientation have a significant and positive effect on Business Performance. Arif, Ahmad, Widodo (2011) found that Environmental Adaptability, Entrepreneurial Orientation and Marketing Program Creativity have a significant and positive effect on Business Performance.

2. Research Methods

This research is a research using a quantitative approach. Based on the level of explanation, this type of research is an associative study or research that examines the influence between variables in this case is entrepreneurial orientation (X1), market orientation (X2) as an independent variable, Product Innovation (Y1) as an intervening variable, Business Performance (Y2) as the dependent variable. This research is located in Lamongan Regency, East Java Province, especially in the restaurant business (restaurant and cafe). The population referred to in this study is the culinary business (restaurants and cafes) in Lamongan Regency which has an official permit from the Lamongan Regency Government as the object of research, amounting to 68 restaurants and cafes with a business length of more than 3 years. Meanwhile, the research subject is the



owner and manager of the business. They are believed to be the ones who know the most about the entire operation of their business. The sampling method was the census method. From the results of data collection, only 62 restaurants and cafes were willing to be asked for information. Furthermore, 62 restaurants and cafes were used as samples. In this study, the primary data collection method was carried out using a closed questionnaire method, while for secondary data using documentation.

The variables used in this study were measured using a Likert scale model. Where Respondents' answers that are filled in the questionnaire use the answer options on a Likert scale (Likert's Summated Ratings). The data analysis technique in this study used path analysis. Path analysis is a statistical technique for testing the causal relationship between two or more variables. Path Analysis (PA) or path analysis is the relationship between independent variables, intermediate variables, and dependent variables which are usually presented in diagrammatic form. In the diagram there are arrows showing the direction of influence between the exogenous, intermediary and dependent variables.

3. Results and Discussion

3.1 Validity and Reliability Test Results

The validity of an instrument item can be determined by comparing the calculated r value with the r table value at a significance of 5% (0.05). The item is declared valid if the calculated r value is greater than the r table value. The results of the validity test for all items used are shown in the following table: that the total value of r count has a value greater than the value of r table, so that all items are valid. These results suggest that all items can be used for further analysis.

Reliability testing in this study uses Alpha Cronbach. A variable is said to be reliable if it provides a Cronbach Alpha value > 0.60 (Sugiyono, 2010: 354). The results of reliability testing for all variables are reliable.

3.2 Classical Assumption Test Results

Multicollinearity problems arise if there is a strong relationship between one or more independent variables in the model. The test method used is to see the Pair-Wise Correlation value between independent variables. If the correlation coefficient value between each independent variable is less than 0.7, then the model does not contain multicollinearity symptoms (Suliyanto, 2011: 85). The multicollinearity test results showed that the Pair Wise Correlation coefficient between the independent variables, namely Entrepreneurial Orientation (X1), and Market Orientation (X2) was -0.536. This value is less than 0.7, so it can be concluded that the model does not have multicollinearity symptoms.

The basis of analysis for the heteroscedasticity test is: If there is a certain pattern, such as dots that form a certain regular pattern (wavy, widened then narrowed), it indicates that heteroscedasticity has occurred. If there is no clear pattern, and the dots mentioned above and below are zeros on the Y axis, then there is no heteroscedasticity. The results of the heteroscedasticity test explain that there is no clear pattern at the points in Kabupaten. So it can be concluded that the data does not occur heteroscedasticity.

Normality testing in this study is used by looking at the normal probability plot which compares the cumulative distribution of the real data with the cumulative distribution of normal data. While the basis for decision making for the data normality test is (Ghozali, 2006): If the data spreads a diagonal line and follows the direction of the diagonal line or the histogram graph shows a normal distribution pattern, the regression model meets the normality assumption. If the data does not spread the diagonal line and follows the direction of the diagonal line or the histogram graph does not show a normal distribution pattern, the regression model does not meet the normality assumption. The results of the normality test above show that the data spreads diagonally and follows the direction of the diagonal line, so the data meets the assumption of normality.

3.3 Sub-Structure Path Analysis Test Results 1

Based on the results of the analysis, it was found that the path coefficient (Beta) in the Coefficients table was 0.296 with a significance of 0.082. Because the significance value $>$ than 0.05, it can be interpreted that the Entrepreneurial Orientation variable (X1) has no significant effect on the Product Innovation variable (Y1). Thus the hypothesis which states that there is a significant positive effect of Entrepreneurial Orientation on Product Innovation is rejected.

Based on the results of the analysis, it is found that the path coefficient (Beta) in the Coefficients table is 0.457 with a significance of 0.009. Because the significance value $<$ 0.05, this means that the Market Orientation variable (X2) has a significant effect on the Product Innovation variable (Y1). Thus the hypothesis which states that there is a significant positive effect of Market Orientation on Product Innovation is accepted.

3.4 Sub-Structure Path Analysis Test Results 2

Based on the results of the analysis, it is found that the path coefficient (Beta) in the Coefficients table is equal to 0.471 with a significance of 0.003. Because the significance value $<$ 0.05, this means that the Entrepreneurship Orientation variable (X1) has a significant positive effect on the Business Performance variable (Y2). Thus the hypothesis which states that there is a positive and significant effect of Entrepreneurial Orientation on Business Performance is accepted.

Based on the results of the analysis, the results show that the Path coefficient (Beta) in the Coefficients table is -0.003 with a significance of 0.984. Because the significance value is $>$ than 0.05, it can be interpreted that the Market Orientation variable (X2) has no significant effect on the Business Performance variable (Y2). Thus the hypothesis which states that there is a positive and significant influence of Market Orientation on Business Performance is rejected.

Based on the results of the analysis, it is found that the path coefficient (Beta) in the Coefficients table is equal to 0.425 with a significance of 0.011. Because the significance value $<$ than 0.05, it can be interpreted that the Product Innovation variable (Y1) has a positive significant effect on the Business Performance variable (Y2). Thus the hypothesis which states that there is a positive and significant effect of Product Innovation on Business Performance is accepted.

The results showed that Entrepreneurial Orientation had no significant effect on Product Innovation in Culinary Business in Lamongan Regency. This means that the presence or absence, success or failure of the indicated Product Innovation is not directly caused by the owner's Entrepreneurial Orientation. In Lamongan Regency itself, according to the characteristics of the respondents we studied, 65 percent aged 45-60 years, of course, greatly influence innovation in their business activities. In contrast to young people, our respondents' age indicates a more stable and less responsive behavior to changes, so of course this has an effect on product innovation being sold. In this industry, innovations that can be done are, for example, by making delicious flavors above average, making variations that other restaurants don't have,



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Market orientation has a significant and positive effect on Product Innovation in Culinary Business in Lamongan Regency. This means that the resulting Product Innovation is successful or not depending on whether good or bad the Market Orientation is implemented. In this study, restaurant businesses that are responsive to the needs of increasingly smart and diverse customers, conduct regular monitoring of competitors' activities and are responsive to new information on the market will certainly respond with innovations in quality, appearance, product types / variants and internal company coordination. Furthermore, this innovation is proven to affect the business performance of restaurants in Lamongan. And conversely, the lack of market orientation certainly affects the lack of innovation.

Entrepreneurial Orientation has a significant positive effect on Business Performance in Culinary Business in Lamongan Regency. This means that good or bad business performance is positively influenced by the entrepreneurial orientation that is carried out. The type of SMEs business has characteristics that depend heavily on the thinking power and entrepreneurial spirit of the owner / manager so that it greatly affects overall business performance. And conversely, the lack of entrepreneurial spirit of the owner makes business performance decline. Entrepreneurs should regularly control food quality, actively test new menus in their kitchens, conduct training and develop restaurant employees and provide rewards / incentives for the best employees this month. Furthermore Jennings and Lumpkins (in Hagen and Amin, 1995, p.

Market Orientation has no significant effect on Business Performance. This means that the Business Performance in the Culinary Business in Lamongan Regency does not depend on the implemented Market Orientation. From our research, the lack of effort to satisfy customer desires, monitor the movements of business competitors and coordination between functions in management results in Market Orientation not significantly affecting Business Performance. This is once again allegedly due to the characteristics of culinary entrepreneurs in Lamongan who do not develop marketing strategies because they are dominated by the less productive age. Restaurant entrepreneurs can adopt the latest promotional strategies by selling online, discounted food prices, delivery facilities, buy one get one and other strategies similar to national franchise restaurants.

Furthermore, product innovation has a significant and positive effect on business performance in the culinary business in Lamongan Regency. This means that good or bad Business Performance is positively caused by good or bad Product Innovation given. But unfortunately only a few restaurants have innovated. In this study, the lack of response to the market as stated earlier, in turn makes most of the restaurants in Lamongan less innovative in taste, menu presentation and culinary experience so that it once again affects business performance. Compare if we do culinary tours in Puncak or Bandung, West Java, which are both tourism districts, let alone competing with culinary businesses in other regencies in Asia.

4. Conclusion

Based on the results of the study, the entrepreneurial orientation factor has no significant effect on product innovation in the culinary business in Lamongan. Market orientation factors have a significant and positive influence on product innovation in the culinary business in Lamongan. The entrepreneurial orientation factor has a significant positive effect on business performance in the culinary business in Lamongan Regency. The market orientation factor has no significant effect on business performance in the culinary business in Lamongan. And product innovation factors have a significant and positive effect on business performance in the culinary business in Lamongan.

Based on the research conclusions, the recommendations that can be given are as follows: (1) SMEs restaurants in Lamongan must further improve the quality of Product Innovation in a planned and measured manner which of course requires a change in the mindset of restaurant entrepreneurs to change old ways/systems/products/strategies with a lot conducting market observations and benchmarking of similar businesses in other districts and starting to learn to use e-commerce channels to reach markets. (2) Innovative behavior, proactive behavior and courage in taking business risks play a very important role in supporting the successful application of entrepreneurial orientation behavior. Increasing the ability of SMEs in innovative behavior, proactive behavior and courage to take risks can be done in the form of increasing the ability to run a business, the ability to show creative ideas, the ability to open up opportunities through market expansion. Through several forms of capacity building, it is expected that the number of customers, sales volume and restaurant profitability will increase. (3) Innovative products and entrepreneurial orientation are components that influence the performance of restaurants in Lamongan. But entrepreneurs also need to develop a market orientation to continue to add value for customers by seeking to find ways to satisfy customers, run a business by producing culinary products or services with different attributes from competitors and utilize technology in order to accelerate the food production process even though it is pursued by using additional resources on the marketing department.

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