



The Influence of Entrepreneurship Orientation and Market Orientation on the Performance of Small and Medium Enterprises Mediated by Competitive Advantage

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ABSTRACT

This study aims to determine the effect of entrepreneurial orientation and market orientation on the performance of small and medium enterprises mediated by competitive advantage in the construction of a welding workshop at the Medan City Court. This study uses an associative approach. The population of this study was all Small and Medium Industries located on Jalan Medan Kota Court. The sampling technique used in this study is saturated, amounting to 100 respondents. Data collection techniques through questionnaires or questionnaires that have been tested for validity and reliability. The data analysis used in this research is the Structural Equation Model (SEM) method with the alternative method of Partial Least Square (PLS). The results showed that: (1) the influence of entrepreneurship orientation on the performance of SMEs is positive and significant (2) the effect of market orientation on the performance of SMEs is positive and significant. (3) the influence of entrepreneurial orientation on competitive advantage is positive and significant. (4) the influence of market orientation on competitive advantage is positive and significant. (5) the effect of competitive advantage on the performance of SMEs is positive and significant (6) competitive advantage plays a role in mediating entrepreneurial orientation on the performance of MSMEs (7) Competitive advantage plays a role in mediating the effect of market orientation on the performance of MSMEs.

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1. Introduction

The Covid-19 pandemic has had a significant impact on the survival of Indonesia's micro, small and medium enterprises (MSMEs). The economic crisis faced by micro and medium enterprises (MSMEs) has also become a major threat to the national economy because MSMEs have become the driving force of the domestic economy and the largest employer in recent decades. As seen in the report of the Ministry of Cooperatives and MSMEs of the Republic of Indonesia, MSMEs as a whole experienced good development and growth over the years. For example, in 2012, the total number of MSME units was 52,769,426. Then in the latest news, that number has reached 63 million. Based on the website (<http://www.depkop.go.id/>), the following is data on the development of MSMEs in Indonesia based on the number of units and total GDP from 2012 to 2019.

Table 1.
MSME Development Data in Indonesia 2012-2019

Year	Total Number of Units (Small, Micro, and Medium)	Total Amount of PD Baseline Price Applicable
2012	52,769,426	Rp5,285,290
2013	54,119,971	Rp6,068,762
2014	55,211,396	Rp7,445,344
2015	56,539,560	Rp8,241,864
2016	57,900,787	Rp9,014,951
2017	59,267,759	Rp1,014,134
2018	61,656,547	Rp11,712,450
2019	62,928,077	Rp12,840,859

Sumber: (<http://www.depkop.go.id/>)

In percentage terms, the number of MSMEs in Indonesia reaches 99.9% of the total business units in Indonesia. With this data, it can be concluded that MSMEs have a major role in contributing to the country's economic growth. This development was driven by several factors, such as the utilization of ICT (Technology, Information, and Communication) facilities used to expand its business market. MSMEs are also quite flexible and can easily adapt to the ups and downs and directions of market demand. Taking into account these circumstances, the market must be managed with systematic efforts to increase profits (Narver & Slater, 1990). In percentage terms, the number of MSMEs in Indonesia reaches 99.9% of the total business units in Indonesia. With this data, it can be concluded that MSMEs have a major role in contributing to the country's economic growth. This development was driven by several factors, such as the utilization of ICT (Technology, Information, and Communication) facilities used to expand its business market. MSMEs are also quite flexible and can easily adapt to the ups and downs and directions of market demand. Taking into account these circumstances, the market must be managed with systematic efforts to increase profits.

Under normal conditions, SMEs that carry out product innovation by making products that are different from competitors (product differentiation), can be said that these SMEs have competitiveness. The creation of competitiveness will directly increase the sales and turnover of MSMEs (Narver & Slater, 1990), (Manek, 2013), (Fatonah (2013)), (Basuki dan Widyanti (2014)). However, this situation could change with the current pandemic situation, whereas a result of the pandemic with a decrease in purchasing power as a result of PPKM hurts marketing performance even though the MSME has competitiveness or does not have an impact on marketing performance (like normal conditions). . Departing from these assumptions, the author is interested in studying it. Seven mistakes are usually made by MSME actors, namely: 1. Investment ends, 2. Paying yourself, 3. Not taking into account the worst, 4. Mixing personal and corporate property, 5. For commercial purposes, using a personal credit card, 6. Using company money for personal use and, 7. They have no accounting results. The seven mistakes are not because of the wishes of the MSME actors, but because of the negligence of the perpetrators (Khair, 2019). The effects of the Covid-19 pandemic have also hampered the current growth of MSME results, in addition to these weaknesses. The Quick Study Survey of the Impact of the Covid-19 Pandemic on the Output of Indonesian MSMEs was carried out by the LIPI Economic Research Center. The purpose of this survey is to diagnose the effect of the pandemic on the survival of MSMEs and identify strategies for MSME success. From 1 to 20 May 2020, the Rapid Assessment Survey of the Effect of the Covid-19 Pandemic on Indonesian MSME Output was conducted online and involved 679 respondents who were credible as business actors with their main livelihood. ([HTTP: HTTP: /www.lipi.go.id/](http://www.lipi.go.id/)).

Due to fixed production costs, the Covid-19 pandemic has caused company revenues to drop drastically or even increase while revenue declines. Raw materials, storage, staff, and other costs are rising business costs during a pandemic. MSMEs have a variety of strategic preferences, including seeking new markets, seeking cheaper sources of raw materials, reducing labor, and calling for delays

in payments. This is believed to have something to do with the characteristics of the industry occupied by small and medium-sized industries, which are more engaged in domestic, labor-intensive industries with relatively low technology adoption compared to the manufacturing sector, such as conveyors and construction companies. This situation is certainly not profitable for MSMEs in the construction industry and this will have an impact on MSMEs themselves in reducing their efficiency and performance.

A welding company, especially on Jalan Court Medan City, whose business is the most dominant in its area, is an example of a construction business that has been affected by Covid-19. Welding (Steel) Workshop is a company that offers manufacturing facilities for various types of services, such as trails, walls, canopy, and stair railings, which are most in-demand by the public today. With the intense competition in this region, business actors must be able to boost the performance of small and medium enterprises by designing the right business strategy.

In this pandemic, the success of MSMEs is important to discuss because it includes the survival and viability of the company in the future. The welding company actors who have been working so far are considered unable to make a useful contribution to the managers and other individuals involved without business success. The good performance of MSMEs is reflected in three main quantities, namely sales volume, sales growth, and market share, according to (Ferdinand, 2000) which in turn contributes to the company's revenue.

It is not surprising that many Court welding workshop entrepreneurs were forced to lose because they could not carry out business strategies properly in the face of the Covid-19 pandemic. To realize the performance of SMEs, two important things must be done by welding entrepreneurs in facing this pandemic period, namely entrepreneurial orientation which is a review to determine the company's strategy in doing business, and market orientation which can survive global competition by creating a superior welding business. Entrepreneurial orientation is one of the variables that greatly influence organizations to achieve business success because the success of a company is influenced by the level of leadership of the company's ability to determine existing human resources to build innovation and innovate by utilizing the latest technology. If the business can carry out an entrepreneurial orientation, the company will increase its competitiveness.

Both at home and abroad, the relationship between entrepreneurial orientation and the growth and market success of the small and medium enterprise sector has been studied extensively. According to reports that entrepreneurship and entrepreneurial orientation are respectively seen as drivers of business development, and several authors examined the effect of entrepreneurial orientation on business performance and found that entrepreneurial orientation is associated with business success, especially in the long term (Eggers, Niemand, Kraus, & Breier, 2020).

In addition to an entrepreneurial orientation, it is also important to apply a market orientation to the success of small and medium enterprises during the Covid-19 pandemic, where this market orientation is also important for business actors, along with increasing competition and global changes in consumer needs, which companies must understand that they should always be close to the market. One of the important indicators in market orientation is the customer. On Jalan Court Medan City, there are still many welding workshops that have difficulty supporting and meeting consumer needs and seeking new market share during the pandemic. To achieve success for MSMEs and be able to develop and succeed in business competition, it is hoped that this business can further increase production results and appropriate marketing strategies to get customers. To gain a competitive advantage, an entrepreneur must be able to understand the various fundamental elements to gain a competitive advantage. In terms of price, for example, entrepreneurs who can produce goods and services have low costs, so the pricing policy is not too high relative to competitors' products or services. Competitive advantage is expected to generate profits as expected, increase market share, increase customer loyalty, and continue the company's survival (Saiman, 2014).

1.1 Literature Review and Submission of Hypotheses

MSME Performance

Every corporation, as a reflection of the success of its business in the world of business competition, has an interest in knowing the success of the market for its goods. Furthermore, company efficiency

can be done in two ways, namely internally and externally. According to (Moeheriono, 2014), performance is a description of the level of success is a description of the level of achievement of the implementation of a program of activities or policies in realizing the priorities, goals, vision, and goals of the organization as outlined in the strategic planning of an organization. Meanwhile, according to (Ferdinand, 2000), MSME efficiency is a factor used to assess the effect of the strategy applied by the company. The company's strategy is always aimed at achieving good MSME performance and good financial performance.

1.2 Entrepreneurship Orientation

In improving market efficiency, entrepreneurial orientation plays an important role. Orientation is a study to evaluate the correct and correct attitudes (direction, place, etc.) and opinions that underlie thoughts, concerns, or patterns (Sujatmiko, 2014). Meanwhile (Suryana, 2013), Entrepreneurship is a scientific discipline that studies a person's beliefs, skills, and actions in facing life's challenges and how to get opportunities with various risks that they may face. Entrepreneurship is often the product of a disciplined and structured method of applying innovation and imagination to meet business needs and opportunities. The nature of entrepreneurship is the ability to build something fresh and different (new and different creations). To create possibilities through imaginative thinking and innovative action. To be more successful in the same market as Porter's journal, entrepreneurial orientation is recognized as a business profit strategy (Usvita, 2015). Meanwhile, (Narver & Slater, 1990) describes an entrepreneurial orientation as the most productive and successful organizational culture to shape the behaviors necessary for a business to deliver superior results.

Factors that can influence the determination of strategy in entrepreneurship are internal and external variables of company actors. Several internal factors influence entrepreneurial orientation according to the conceptual model (Lumpkin & Dess, 2001) namely: 1) business scale, 2) industry structure, 3) resources, 4) organizational culture, 5), plan, plan and 6) leadership for the industry.

1.3 Market Orientation

In line with increasing global competition and shifting consumer needs, market orientation is very important for marketing, where marketers realize that they must always be close to their market. Crossing the market is a corporate culture where companies are dedicated to delivering superior value for consumers by striving to be innovative (Narver & Slater, 1990) characterizes market orientation as the most successful corporate culture in generating significant customer and business outcomes for superior value. Market-oriented business organizations have several advantages, according to: (Hasan, 2009) Among other things, being able to deliver goods or services that are in line with consumer perceptions, being able to produce more effectively than rivals, and being able to justify the performance, differences achieved by the organization, which can lead the business to have a competitive advantage that can be maintained by internal and external operations. According to (Deshpandé, Farley, & Webster, 1993), So far, the conceptualization and evaluation of consumer orientation are based on two main perspectives (Tjiptono & Chandra, 2012), among others: 1) cultural perspective and 2) conductual point of view.

The ability to recognize and extend certain capabilities is also aided by the implementation of effective market orientation. A capability is an overall and dynamic entity that requires accumulative expertise and information that is applied throughout the organization and enables the organization to manage and use its assets for different activities (Tjiptono & Chandra, 2012), specifications have special abilities, among others: 1) To make a disproportionate (larger) contribution to superior consumer value, 2) Enable companies to deliver value to consumers in a more cost-effective manner, 3) Compared to Superior rivals, 4) Rivals are difficult to imitate and 5) Several competitive situations can be expanded.

Apart from business orientation, orientation features and perspectives are often influenced by many variables. These variables include, according to (Narver & Slater, 2012): 1) Top Director Position, 2) Reinforce the importance of market orientation, 3) Dangerous Posture of Top Management. To achieve company goals, business orientation must emphasize the importance of analyzing the needs and preferences of the target business efficiently and effectively compared to its

competitors. Several metrics are needed to analyze this target as a measure of how well the target has been achieved. Business orientation consists of three components, according to (Kohli & Jaworski, 1990) GenerasiBusinessIntelligence, 2) Information Dissemination Business, 3) Market Responsiveness. According to (Narver & Slater, 2012), There are 3 indicators of market orientation, namely: 1) Orientation for Consumers, 2) Orientation for Competitors, and 3) Coordination between functions.

1.4 Competitive Advantage

Competitive advantage is the profit policy of companies working together to succeed in the marketplace more efficiently. Firms experience a competitive advantage when economic gains are generated by actions in a sector or market and when many competing firms participate in similar actions (Barney, 2010). Competitive advantage in the face of competition is the cornerstone of the success of MSMEs. Competitive advantage is described as the profit strategy of companies working together to build a competitive advantage in their more successful markets. This strategy should be planned to build a sustainable competitive advantage so that the old and new markets can be dominated by the business. Competitive advantage comes from the principles or profits that a business generates for its customers. Generally, consumers tend to buy goods that are more expensive than what they want or expect (Maulana, 2014).

Competitive advantage is the profit policy of companies working together to succeed in the market more efficiently. Firms experience a competitive advantage when economic gains are generated by actions in a sector or market and when many competing firms participate in similar actions (Maulana, 2014). Competitive advantage is needed to be able to generate profits as anticipated, increase market share, increase customer loyalty, and continue the viability of a company (Djodjobo & Tawas, 2014).

1.5 The Effect of Entrepreneurship Orientation on MSME Performance

In improving the efficiency of MSMEs, entrepreneurial orientation is very important because entrepreneurial orientation requires the ability to innovate, be proactive, and take risks. With this capability, to be even better, the company can encourage the efficiency of MSMEs and in the end, the company can continue to compete with other companies. In line with research (Usvita, 2015) that entrepreneurial orientation has a major effect on business performance (Survey of Food SMEs, Department of Industry and Trade of Padang City) and Rita Indah Mustikowati's research (2014), that entrepreneurial orientation has a direct and positive impact on the performance of MSMEs. That is, the better the entrepreneurial orientation of MSME Centers, such as being creative, constructive, and willing to take risks, the better the achievement of the company's success, and vice versa. This will help business people develop innovative ideas with a stronger focus, open market entry opportunities, and conduct trials even though they are risky so that they can eventually become market leaders.

H1: Entrepreneurial orientation affects the performance of SMEs

1.6 Pengaruh Orientasi Pasar terhadap Kinerja Pemasaran UMKM

If a business wants to be competitive in its sector, market orientation is considered an important action for the business (Musrifah & Murwatiningsih, 2017). Companies must know the needs and wants of consumers through market orientation to fulfill them. Narver & Slater, (2012), market orientation (customer orientation), and market growth are factors that contribute significantly to the company's profitability growth. In this field of marketing management, MSME efficiency and business focus are concepts that are widely researched (Wisnujati, Tirtayasa, Nasrul, Setiawati, & Setiabudi, 2020). The creation of an organizational culture that focuses on understanding the needs wants and demands of the consumer market, namely a market-oriented culture (Harris & Piercy, 1997), can be used to increase efficiency and improve business competitiveness.

1.7 The Effect of Entrepreneurial Orientation on Competitive Advantage

To achieve sustainability, entrepreneurial behavior patterns and entrepreneurial orientation can be communicated through continuous learning and development programs by business needs and/or

strategies to enhance innovative, proactive, and risk-taking abilities, resulting in a competitive advantage. Research conducted by (Mahmood & Hanafi, 2013) concluded that entrepreneurial orientation and competitive advantage have a great influence. In their report, (Sirivanh & Sukkabot, 2014) also noted, similar to his analysis, that entrepreneurial orientation has a positive influence on competitive advantage. From (Pardi, Suharsyono, Imam, & Zainul, 2014) also concluded in their research that entrepreneurial orientation has a major effect on competitive advantage.

H3: Entrepreneurial orientation affects competitive advantage

1.8 Effect of Market Orientation on Competitive Advantage

Market orientation is a corporate culture where the company is dedicated to trying to produce higher value for consumers in innovative ways (Narver & Slater, 1990). In the journal, a corporate culture that emphasizes the importance of the business world's attention to competition (market-oriented) will contribute to increasing the organization's competitive advantage (Halia, Farida, & Prabawani, 2015). This is also in line with his research which shows that market orientation has a positive effect on competitive advantage. Some previous research (Setiawan, 2012) also supports the findings of this study that the variable consumer orientation factors have a considerable influence on the competitive advantage of the socket business. Consumer demand for socket goods that they produce has been noticed by songket entrepreneurs. H4: Market orientation affects competitive advantage.

1.9 The Effect of Competitive Advantage on Performance

As expected, it is expected that competitive advantage will achieve profit. Grow market share, increase customer loyalty, and continue the company's survival (Djodjono & Tawas, 2014). The findings of research conducted by (Musrifah & Murwatiningsih, 2017) shows that competitive advantage in Ambal District, Kebumen Regency has a positive and important effect on the performance of the melinjo chips home industry. Previous research conducted by (Djodjono & Tawas, 2014) also shows that competitive advantage has a positive and important influence on the success of MSMEs. Setyawati, (2013), however, noted that the relationship between competitive advantage and performance was not significant. H5: Competitive advantage affects the performance of SMEs.

1.10 The Effect of Entrepreneurship Orientation on MSME Performance mediated by Competitive Advantage

To realize sustainable and highly competitive economic growth for companies in (Suryana, 2013), entrepreneurial orientation is considered the spearhead (pioneer) Ekawati, Rahyuda, Yasa, & Sukaatmadja, 2016) states that the company will be able to develop and continue the life of the company by gaining a competitive advantage. To achieve efficiency or product success, a business/product must have a competitive advantage. The results of this study indicate that the superior role of MSMEs in the market through different competencies and strategic business assets is a competitive advantage. A study (Hajar & Sukaatmadja, 2016) found that competitive advantage has a positive and important effect on the efficiency of MSMEs. Setyawati, (2013) noted that the relationship between entrepreneurial orientation and market orientation and output is mediated by competitive advantage or has an intervening effect. A study (Mahmood & Hanafi, 2013) that explores the mediating impact of competitive advantage on the relationship between entrepreneurial orientation and business performance suggests that the relationship between entrepreneurial orientation and business performance is partially mediated by competitive advantage. H6: Entrepreneurship orientation affects the performance of MSMEs through competitive advantage

1.11 The Effect of Market Orientation on MSME Performance mediated by Competitive Advantage

Market orientation is a business point of view that makes the buyer the core point of view of the overall operations of the organization. Business must ultimately be market-oriented, as it requires a systematic and comprehensive culture to engage in the sustainable development of competitive advantage, and the achievement of market orientation must involve the use of superior organizational skills or skills, especially in understanding and satisfying customers, where the market orientation

formula can be met. In line with research findings (Fatonah, 2009), Market orientation has a great influence on the success of MSMEs directly or indirectly through the competitive advantage of batik companies in their research (S. M. Setyawati & Rosiana, 2015) shows that the relationship between consumer orientation and business success in small and medium enterprises in Purwokerto can be mediated by competitive advantage (Basuki & Widyanti, 2014) shows that the competitive advantage between consumer orientation and the success of SME companies can be positively and significantly mediated. H7: Market orientation affects the performance of MSMEs through competitive advantage

2. Research methods

This type of research is survey research because it takes a sample from one population. This study uses an explanatory research approach, which aims to explain the causal relationship between the research variables and the test hypothesis (Nasution, Fahmi, Jufrizen, Muslih, & Prayogi, 2020). The associative analysis methodology was used in this analysis. Associative analysis according to (Sugiyono, 2017) is research that uses quantitative data entitled numbers that can be measured to evaluate the relationship of influence between two or more variables. Endogenous variables, exogenous variables, and interference variables are variables in this analysis. Where the exogenous variables are entrepreneurial orientation and market orientation, the endogenous variable is the performance of SMEs while the mediating variable is a competitive advantage.

The population in this study were all Small and Medium Industries, amounting to 115 Small and Medium Industries engaged in the construction of steel welding workshops located on Jalan Court Medan Kota. Sampling is a method of collecting data that is only taken from a part of the population and used to assess the characteristics and characteristics of a required population. The saturated sampling technique is a sampling technique where all members of the population are sampled is the sampling technique used in this study. Of the 115 (100%) distributed questionnaires, 100 (87%) of the collected questionnaires were returned. Of the 100 (87%) who have received, then 100 respondents can be processed samples. The sample used by all members of the population is 100 Small and Medium Industry workshops which are only on Jl. Court Medan Kota.

To determine the significance of the studied variables in marketing, operational concepts are put forward to promote and guide the problem being analyzed. Operational definition according to (Sugiyono,2012) determination of the contract or nature to be studied in such a way that it becomes a measurable variable. The operational concepts measured in this study are 4 (four) variables, namely entrepreneurial orientation and market orientation as exogenous variables as endogenous variables on MSME efficiency and competitive advantage as intervening variables.

Table 2.
Operational Definition

	Research variable	Variable Definition	Indicator
(Y)	MSME Performance	MSME efficiency is a factor used to assess the effect of the strategy applied by the company. The company's strategy is always aimed at achieving good MSME performance and good financial performance.	1. Sales Volume 2. Customer Growth 3. Profitability
(X1)	Entrepreneurship Orientation	Entrepreneurship is a discipline that studies the values, abilities, and behavior of a person facing life's challenges and how to obtain opportunities with various risks that they may face.	1. Innovation 2. Proactive 3. Courage to take risks
(X2)	Market Orientation	Market orientation is the most effective organizational culture in creating important behaviors for the creation of superior value for buyers as well as performance in business	1. Customer Orientation 2. Competitor Orientation 3. Coordination between functions
(Z)	Competitive Advantage	Competitive advantage grows from the values or benefits created by the company for its buyers. Customers generally prefer to buy products that have more value than what they want or expect	1. Product differentiation advantages 2. Advantages of market segmentation 3. Advantages of entering

Research variable	Variable Definition	Indicator
		the market

2.2 Data collection technique

In this study, the researcher used a questionnaire to collect data from the respondents as a technique. The questionnaire is a data collection technique carried out by presenting respondents with a series of questions or written statements (Sugiyono, 2012). A questionnaire that has a Likert scale index was used in this study.

2.3 Data analysis technique

There are two stages of groups in analyzing SEM-PLS, which include the following:

2.3.1 Study of the Measurement Model (OuterModel)

Analysis of the Measurement Model (OuterModel) tries to test the construct variables tested, namely the validity of the variables (accuracy) and reliability (reliability), including: (1) Internal Consistency (Composite Reliability), Convergent Validity (Convergent Validity / Average Variance Extracted / AVE), and (3) Discriminant Validity (Hair, Hult, Ringle, & Sarstedts, 2014).

2.3.2 Study of Structural Model (InnerModel)

The purpose of the structural model analysis is to test the research hypothesis. In this structural model, there are at least three parts that need to be studied, namely: 1) Collinearity (Inflation Factor Variance Colinearity/VIF), and 2) Examining the importance of structural model path coefficients (Structural Model PathCoefficient).

3. Results and Discussion

The multivariate analysis in this study used structural equation modeling (SEM) for exploration purposes. The consideration of using SEM in this study is that it can analyze unobserved variables (variables that cannot be measured) and can calculate measurement errors. Based on the context in this study, the SEM approach used is based on partial least squares (SEM – PLS). The SEM – PLS approach can efficiently work with small sample sizes and there is some leniency regarding data distribution assumptions (Sholihin & Ratmono, 2013). And, able to analyze reflective, formative, and latent models without causing problems even with one indicator (Sholihin & Ratmono, 2013). In addition, the SEM – PLS approach is causal modeling to maximize the variance of the criterion latent variable that can be explained by the predictor latent variable (Sholihin & Ratmono, 2013).

3.1 Convergent validity

Table 3 below finds the value of outer loading > 0.4 so that the indicator of the variable is valid (correct) to be tested.

Table 3.
Outer Loading

No	Indicator	X1	X2	Y	Z
1	Innovation 1	0.794			
2	Innovation 2	0.795			
3	Proactivity 1	0.891			
4	Proactivity 2	0.892			
5	Courage to Take Risks 1	0.658			
6	Courage to Take Risks 2	0.657			
7	Customer Orientation 1		0.628		
8	Customer Orientation 2		0.627		

No	Indicator	X1	X2	Y	Z
9	Competitor Orientation 1		0.874		
10	Competitor Orientation 2		0.875		
11	Inter-Function Coordination 1		0.859		
12	Inter-Function Coordination 2		0.858		
13	Sales Volume 1			0.838	
14	Sales Volume 2			0.839	
15	Customer Growth 1			0.738	
16	Customer Growth 2			0.739	
17	Earning Ability 1			0.894	
18	Earning Ability 1			0.895	
19	Product differentiation advantage 1				0.586
20	Product differentiation advantage 2				0.588
21	Advantages of Market Segmentation 1				0.928
22	Advantages of Market Segmentation 2				0.929
23	Advantages of Entering the Market 1				0.764
24	Advantages Entering the Market 2				0.765

3.2 Discriminant Validity

Table 4 below finds that the HTMT value < 0.90. The highest correlation value between variables is 0.826, so the indicator of the research is valid (correct).

Table 4.
Discriminant Validity

	X1	X2	Y	Z
X1	0.787			
X2	0.116	0.795		
Y	0.392	0.331	0.826	
Z	0.132	0.206	0.152	0.772

3.3 Checking Direct Effects

If the path coefficient value is positive, it means that an increase in the value of one variable is followed by an increase in the value of another variable, as well as if it is negative. If P-Value < 0.05 then H0 is rejected (meaning that there is a large influence of one variable on other variables, and vice versa (Juliandi, 2018).

Table 5.
Direct Effect

	Original Sample	P-Values
X1 → Y	1.217	0.000
X1 → Z	0.830	0.000
X2 → Y	0.556	0.000
X2 → Z	0.124	0.025
Z → Y	0.868	0.000

Sumber: hasil pengolahan data SEM-PLS

From table 5., the direct effect of Entrepreneurial Orientation (X1) on MSME Performance (Y) is 1.217 (positive), meaning that if Entrepreneurial Orientation increases, MSME Performance also increases. P-Values $0.000 < 0.05$ so that the effect of Entrepreneurial Orientation on MSME Performance is significant. (Accepted). The direct effect of Entrepreneurial Orientation (X1) on Competitive Advantage (Z) is 0.830 (positive), meaning that the higher the Entrepreneurial Orientation, the higher the Competitive Advantage. P-Values $0.000 < 0.05$ so there is a substantial influence of Entrepreneurial Orientation on Competitive Advantage (Ha accepted). The direct effect of market orientation (X2) on MSME performance (Y) is 0.556 (positive), which means MSME performance will also increase if market orientation increases. The P-value of $0.000 < 0.05$ is such that the influence of business orientation on MSME efficiency is important (Ha is accepted). The direct effect of Market Orientation (X2) on Competitive Advantage (Z) is 0.124 (positive), meaning that if trust increases, purchasing decisions also increase. P-Values $0.025 < 0.05$ so that the effect of Market Orientation on Competitive Advantage is significant (Ha accepted). The direct effect of Competitive Advantage (Z) on MSME Performance (Y) is 0.868 (positive), meaning that when purchasing decisions increase, consumer satisfaction also increases. P-Values $0.000 < 0.05$ so that the influence of purchasing decisions on consumer satisfaction is significant (Ha accepted).

3.4 Indirect Effect

If the possible significance of P-Values < 0.05 is given by the value of the indirect effect coefficient, it can be concluded that the actual effect is indirect and vice versa (Juliandi, 2018)

Table 6.
Indirect effect

	Original Sample	P-Values
X1 → Z → Y	0.721	0.000
X2 → Z → Y	0.108	0.000

Sumber: hasil pengolahan data SEM-PLS

It can be seen from Table 6 that the coefficient value of the indirect influence of Entrepreneurship Orientation (X1) on UKMM Results (Y) is 0.721 with a P-Value of $0.000 < 0.05$, so the real effect is indirect which means that Competitive Advantage plays a role in mediating Orientation. Entrepreneurship Efficiency of SMEs (accepted Ha). The coefficient value of the indirect effect of Market Orientation (X2) on MSME Performance is 0.108 with a P-value of $0.000 < 0.05$, and a significant indirect effect which means Competitive Advantage (X2) plays a role in mediating Market Orientation on MSME Performance (Ha).

3.5 Total Effect

Pengaruh keseluruhan merupakan pengaruh langsung dan tidak langsung secara keseluruhan (Juliandi, 2018)

Table 7.
Total Effect

	Original Sample	P-Values
X1 → Y	1.938	0.000
X1 → Z	1.551	0.000
X2 → Y	0.664	0.000
X2 → Z	0.232	0.025

Sumber: hasil pengolahan data SEM-PLS

In the table, the conclusions of the overall effect value are as follows: The total effect of the relationship between X1 (Entrepreneurial Orientation) and Y (MSME Performance) is 1.9388. The cumulative

impact of the relationship between X1 (Entrepreneurial Orientation) and Z (Competitive Advantage) is 1.5511. The total impact of the X2 (Market Orientation) and Y (SME Performance) relationship is 0.6644. The cumulative impact of the X2 (market orientation) and Z (competitive advantage) relationship is 0.2322.

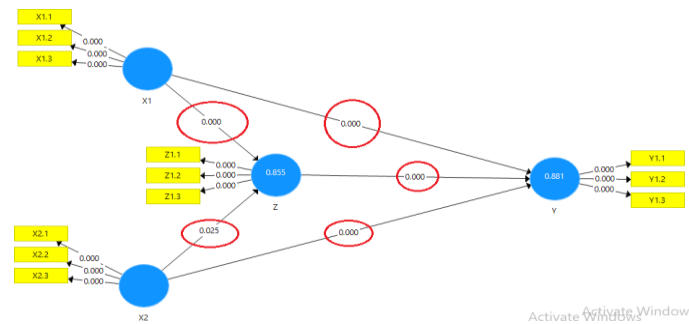


Figure 2. Path Coefficient

Source: SEM-PLS data processing results

3.6 The Effect of Entrepreneurship Orientation on MSME Performance

From this study, it was found that the effect of Entrepreneurship Orientation on MSME Performance was significantly positive with a value of 1.217 and P-Values 0.000 whereas if the Entrepreneurship Orientation increased then MSME Performance also increased. This is in line with Mega Usiva's research (2014) which noted that entrepreneurial orientation has a major effect on business performance (a survey of the Padang City Food Industry and Industry Office) and research by Rita Indah Mustikowati (2014) that entrepreneurial orientation has a clear and positive impact on the performance of MSMEs. That is, the better the entrepreneurial orientation of MSME Centers, such as being creative, constructive, and willing to take risks, the better the achievement of the company's success, and vice versa. Likewise with the Medan City Court welding workshops, where business actors innovate, remain proactive, and dare to take risks in achieving profits and trying new designs (for example: replacing better and lighter iron materials and making various types of carvings) during the pandemic. Covid 19, the performance of MSMEs has also increased to the expectations to be achieved. It can be seen that every product produced by welding workshops for SMEs has different characteristics even though they are of the same type. For example, the innovation of a standing planter or a flower pot rack.

3.7 The Effect of Market Orientation on MSME Performance

Based on the results, it was found that the effect of Market Orientation on MSME Performance was significantly positive with a value of 0.830 and P-Values 0.000 whereas if Market Orientation increased then MSME performance also increased. This is supported by the theory (Slater & Narver, 1994) stated that market orientation (customer orientation) and market growth are factors that significantly contribute to increase company profitability. MSME performance and market orientation are concepts that are widely researched in this domain of marketing management. In line with previous research conducted (Manek, 2013) which concludes that market orientation has a positive effect on the performance of MSMEs. So that the results of this study support the research that has been carried out by (Narver & Slater, 2012)(Harris & Piercy, 1997). And then on the research conducted (Wisnujati et al., 2020) entitled Improving marketing performance of the Indonesian apparel sector through marketing orientation and market sensing capability, states that market orientation is -0.876 or 87% greater than the performance of MSMEs which amount to -0.507 or 50%. This has a direct effect on marketing perceived quality-based responsive market orientation on market performance is significant and positive. This research is by what is applied to the Medan City Court welding workshop business if the business owner is always committed to satisfying customer desires, always actively responds to customer criticism and suggestions, observes developments made by competitors, and is always responsible and responsive in serving customer requests. During the COVID-19 pandemic, sales volume, the number of customers and profits will increase.

3.8 The Effect of Entrepreneurial Orientation on Competitive Advantage

From this research, it was found that the effect of Entrepreneurial Orientation on Competitive Advantage is significantly positive with a value of 0.556 and P-Values 0.000 meaning, if the Entrepreneurial Orientation increases, Competitive Advantage also increases. This is in line with research conducted by (Mahmood & Hanafi, 2013) who concludes that entrepreneurial orientation and competitive advantage have a great influence. In their report, Sirivanh et al. (2014) also noted, similar to his analysis, that entrepreneurial orientation has a positive influence on competitive advantage. From (Pardi et al., 2014) also concluded in their research that entrepreneurial orientation has a major effect on competitive advantage. Likewise, with the Medan City Court welding workshop business actors, where if business actors innovate, remain proactive, and dare to take risks in achieving profits and trying new designs during the covid 19 pandemic, Competitive Advantage will also increase the expectations that business actors want to achieve.

3.9 The Effect of Market Orientation on Competitive Advantage

Based on the test results with a value of 0.124 and a P-Value of $0.025 < 0.05$, it shows that the market orientation is positive and significant, meaning that the market orientation has an effect and is significant on competitive advantage. This is also in line with his research which shows that market orientation has a positive influence on competitive advantage. The results of this study are also supported by several previous studies (Setiawan, 2012) that market orientation factors have a significant effect on the competitive advantage of the songket business. Songket entrepreneurs have considered the market desires of the resulting songket products. Thus, there is a clear link between market orientation and the performance of SMEs in Small and Medium Enterprises Welding Workshop Construction in Medan City. Actors are always committed to satisfying customer desires, always actively responding to customer criticism and suggestions, observing developments made by competitors, and are always responsible and responsive in serving customer requests during the COVID-19 pandemic so that competitive advantage increases.

3.10 The Effect of Competitive Advantage on MSME Performance

It is known from this study that the effect of competitive advantage on the performance of small and medium enterprises is positive and important, with a value of 0.868 and a P-value of 0.000 which means that if competitive advantage increases, the performance of small and medium enterprises will also increase. The findings of research conducted by (Musrifah & Murwatiningsih, 2017) shows that competitive advantage in Ambal District, Kebumen Regency has a positive and important effect on the performance of the melinjo chips home industry. Previous research conducted by (Djodjoko & Tawas, 2014) also shows that competitive advantage has a positive and important influence on the success of SMEs. Setyawati, (2013) stated, however, noted that the relationship between competitive advantage and performance was not significant. Likewise, the results of research conducted on MSMEs in the Small and Medium Industry of Medan City Welding Workshop that if business actors can have superior products, seek new market segmentation, and can enter the market during a pandemic, MSME performance will also increase.

3.11 The Effect of Entrepreneurship Orientation on MSME Performance mediated by Competitive Advantage

From this study it was found that the actual effect was indirect, this is indicated by the original sample value for the indirect effect of 0.721 and P-Values $0.000 < 0.05$, meaning that Competitive Advantage plays a role in mediating the Entrepreneurial Orientation on the Performance of SMEs. A study (Mahmood & Hanafi, 2013) that explores the mediating impact of competitive advantage on the relationship between entrepreneurial orientation and business performance suggests that the relationship between entrepreneurial orientation and business performance is partially mediated by competitive advantage. Similarly, the results of research conducted on SMEs in Small and Medium Enterprises Welding Workshop Construction Medan City that if business actors can create superior products, seek new market segmentation, and can enter the market by innovating, and being proactive

and daring to take risks during the COVID-19 pandemic, the volume sales, the number of customers and profits will increase.

3.12 The Effect of Market Orientation on MSME Performance mediated by Competitive Advantage

From this study it was found that the actual effect is indirect, this is indicated by the original sample value for the indirect effect of 0.108 and P-Values $0.000 < 0.05$, meaning that Competitive Advantage plays a role in mediating Market Orientation on MSME Performance. Market orientation in his research has a very large influence on the success of SMEs directly or indirectly through the competitive advantage of batik companies, in line with research findings (Fatonah, 2009). In research (Setyawati, 2013) that there is a positive relationship between the mediation of competitive advantage between market orientation and MSME business performance in Kebumen Regency. Research result (Usvita, 2015) shows that there is an influence of competitive advantage that mediates the relationship between market orientation and business performance of food MSMEs at the Padang City Industry and Trade Office Setyawati & Rosiana, (2015) shows that the relationship between consumer orientation and business success in small and medium enterprises in Purwokerto can be mediated by competitive advantage (Basuki & Widyanti, 2014) shows that the competitive advantage between consumer orientation and the success of the company's MSMEs can be positively and significantly mediated. Similarly, the results of research conducted on MSMEs in Small and Medium Enterprises Welding Workshop Construction in Medan Kota that if business actors can create superior products, seek new market segmentation, and can enter the market by always being committed to satisfying customer desires, always actively responding to customer criticism and suggestions, observing developments made by competitors and always being responsible and responsive in serving customer requests during the covid 19 pandemic, the sales volume, the number of customers and profits will increase.

4. Conclusions

Some of the results obtained based on the analysis and processing that have been carried out include the following: The influence of entrepreneurial orientation on the results of the Medan City Court's Welding Construction Small and Medium Enterprises Workshop is positive and important. The efficiency of SMEs will also increase if the entrepreneurial orientation increases. The influence of market orientation on the performance of the Medan City Court Welding Workshop is positive and significant if the market orientation increases, the performance of the UMKM will also increase. At the Medan City Court Welding Workshop, the influence of Entrepreneurship Orientation on Competitive Advantage is very positive because competitive advantage will also increase if the entrepreneurial orientation increases. Impact of Competitive Advantage from Market Orientation in Medan City Court Welding Workshop is a big positive thing where competitive advantage will also increase if market orientation increases.

The influence of competitive advantage on the performance of the Medan City Court Welding Workshop Construction Welding Workshop is significantly positive, where if the competitive advantage increases, the performance of the MSME will also increase. The influence of entrepreneurial orientation on the performance of small and medium enterprises with a competitive advantage as moderating accepted implies that competitive advantage plays a role in mediating entrepreneurial orientation on the performance of the Medan City Court Welding Small and Medium Enterprise Workshop. The influence of entrepreneurial orientation on the marketing performance of SMEs with a competitive advantage as an intervening variable recognized by Ha means that competitive advantage plays a role in mediating market orientation on the performance of small and medium enterprises at the Construction Work Workshop, Medan City Court.

There are several suggestions put forward by the researcher based on the research findings that have been described previously and concluded, which can be used as follows for further research: The indicator of courage to take risks on the entrepreneurial orientation variable is the highest indicator with answers that do not agree. risk to achieve profit during the pandemic. The advantage of differentiation in the competitive advantage variable shows the highest percentage strongly agrees,

then the MSME welding workshop business actor at the Medan City Court must be able to maintain low prices so far given by consumers and be responsive in providing services according to consumer demand. In the field of welding workshops, the government needs to strengthen policies or regulations and laws that favor and assist MSME entrepreneurs so that MSME actors can compete with goods from other companies. Market orientation must be able to satisfy customer desires during this pandemic, this is done so that customers do not experience disappointment with the service from the company. Companies must be able to demonstrate a level of performance to be able to compete fairly in the construction sector. Because customers expect maximum results. Business actors must be able to create superior products, as well as find the right target market to be able to compete by describing good innovations. This is done to be accepted by consumers so that sales, number of customers, and profits continue to increase during the covid pandemic. Business actors must be able to accept criticism from every customer so that it becomes a reference to develop for the better. To expand this research by utilizing other factors such as technology, government policies, and business strategies in facing competition and market developments, further research is implied.

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