EFFEC T OF ENTREPRENEURSHIP ORIENT ATION AND MARKET ORIEN TATION ON MARKETING PERFORMANCE THROUGH COMPETITIVE ADVANTAGE

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Abstract: This study aims to analyze the effect of entrepreneurial orientation, market orientation, and competitive advantage on marketing performance; test the effect entrepreneurial orientation and market orientation towards marketing performance are mediated by competitive advantage. The sample in this study was 132 owners from a population of 463 SMEs owners of Tempe chips. The sampling technique in this study used purposive sampling. Data analysis techniques using Partial Least Squares (PLS). The results showed that entrepreneurial orientation had a direct positive effect on marketing performance; market orientation has a direct positive effect on marketing performance; entrepreneurial orientation has a direct positive effect on competitive advantage; market orientation has a direct positive effect on competitive advantage; competitive advantage has a direct positive effect on marketing performance; entrepreneurial orientation has a positive effect on marketing performance through competitive advantage; market orientation has a positive effect on marketing performance through competitive advantage. Competitive advantage acts as a partial mediating variable.

Keywords: Competitive Advantage, Market Orientation, Marketing Performance, Entrepreneurship Orientation

Cite this article as: Fatikha, C., M. Rahayu, and Sumiati. 2021. Effect of Entrepreneurship Orientation and Market Orientation on Marketing Performance through Competitive Advantage. Jurnal Aplikasi Manajemen, Volume 19, Number 2, Pages 448–458. Malang: Universitas Brawijaya. http://dx.doi.org/10.21776/ub.jam.2021.019.02.20.

The success of SMEs can be seen from the marketing performance of SMEs themselves. Marketing performance is a measure of the achievements of the whole process of marketing a company’s activities. Companies must increase and maximize the strength they have to overcome the intense market competition. The market achievement that has been achieved by a product from a company can be measured by a concept, namely marketing performance. Musrifah and Murwatiningsih (2017), stated that the impact of the strategy adopted by the company can be measured from the commonly used factors, that is marketing performance. To compete in business competition, the
marketing of a product is not only based on the quality of the product but also depends on the strategies generally used by the company.

Setiawan (2013), stated that SMEs in Indonesia is difficult in quality to develop in the market because they face some internal problems, namely the low quality of human resources such as less skilled human resources, low mastery of technology and management, less entrepreneurial orientation, lack of information, and low market orientation. Two of the many internal problems faced by SMEs, namely market orientation and entrepreneurial orientation, have also become a major concern in many studies today. Darius (2016), explained that entrepreneurial orientation is critical for companies facing competition and increasing pressures in the market. SMEs who have a good entrepreneurial orientation can develop their business activities oriented to market needs. The success of SMEs in increasing company growth still depends very much on the entrepreneurial abilities of their owners, and only the owners who have a strong entrepreneurial orientation can bring improvement to the company. The inability of the owner to maintain his strength in dealing with existing challenges will only affect the decline in performance and failure of the company (Arif, 2011).

Tutar et al., (2015) explained that entrepreneurial orientation is the tendency or understanding of the need to be proactive towards market opportunities and market dynamism, tolerant of risk, and flexible to change. Companies that adopt an entrepreneurial orientation can often benefit from innovation and take risks in their market and product strategies (Gradistyta and Farida, 2016). Entrepreneur-oriented companies have a clear vision and are brave enough to face risks so they can create a good performance. Research conducted by Wirawan (2017) concluded entrepreneurial orientation had a positive and significant effect on the marketing performance of SMEs. Another study conducted by Mulyani and Mudiantono (2015) found different results, that entrepreneurial orientation had a positive and not significant effect on marketing performance.

To achieve marketing performance can use market orientation as a strategy. Setiawan (2013) revealed significant market orientation is an important factor for companies to be able to understand the market and develop both service and product strategies to meet market and customer needs. Market orientation has three components, namely customer orientation, competitor orientation, and inter-functional coordination. Three components in market orientation have their understanding when implemented within a company, customer orientation is a sufficient understanding of consumers, competitor orientation is understanding current strengths and weaknesses as well as the capabilities and long-term strategies of existing competitors as well as potential competitors and coordination inter-functional is coordination between all parts in the organization (Suswanti, 2016).

Market orientation is more focused on creating an organization’s image of its ability to gain sympathy from customers for being able to provide excellent service so that consumers feel very satisfied. Companies should always try to satisfy the needs and desires of consumers better than competitors. Taleghani et al., (2013) suggest their findings that market orientation has a positive effect on marketing performance. Hatta (2015) found that the relationship between market orientation and marketing performance was less significant.

Entrepreneurial orientation is believed to have a direct relationship with market orientation. Entrepreneurial orientation is an orientation to try to be the first in-market product innovation, dare to take risks, and take proactive actions to defeat competitors (Setyawati, 2013). In addition to entrepreneurial orientation and market orientation to improve marketing performance, companies are required to have a competitive advantage compared to other companies. Competitive advantage is considered as an advantage over competitors obtained by offering more value to consumers than competitors’ offers (Kotler et al., 2005). Competitive advantage is expected to be able to continue the continuity of a business, increase customer satisfaction, increase market share, and earn profits as planned (Saiman, 2014). Competitive advantage must be owned by the company or product to achieve performance and achieve product success. Manambing et al. (2018),
concluded that competitive advantage has a positive and significant effect on marketing performance.

Some research results on the influence of entrepreneurial orientation and market orientation on marketing performance still show research gaps or gaps. Research by Mahmood and Hanafi (2013); Hajar and Sukaatmadja (2016); Arbawa and Wardoyo (2018), concluded that entrepreneurial orientation had a positive and significant effect on marketing performance. That results contradict research conducted by Hatta (2015) concluded that entrepreneurial orientation had no effect and is significant on marketing performance. Research conducted by Taleghani et al., (2013); Dewi and Ekawati (2017) concluded that market orientation had a positive and significant effect on marketing performance. That result contradicts Hatta (2015); Arbawa and Wardoyo (2018) conclude that market orientation has no effect and is significant on marketing performance.

The existence of a research gap regarding entrepreneurship orientation variables and market orientation towards marketing performance, so to answer the gap in this study adding the competitive advantage variable as a mediating variable. The addition of the competitive advantage variable as a mediating variable is supported by Mahmood and Hanafi’s research (2013); Hajar and Sukaatmadja (2016) stated that competitive advantage partially mediates the relationship between entrepreneurial orientation and marketing performance. Jati and Ngatno (2016); Dewi and Ekawati (2017) stated that competitive advantage partially mediates the relationship between market orientation and marketing performance.

The importance of research on entrepreneurial orientation, market orientation, and competitive advantage is a very important variable to be studied regarding its effect on marketing performance. This is because the entrepreneurial orientation found in business organizations can determine the direction in which the competitive advantage will be focused. Entrepreneurial orientation is one of the key elements to gain competitive advantage and financial rewards. While market orientation is important to study and examine its relation to marketing performance because market orientation is an important element that influences competitive advantage and achieves high profitability.

**HYPOTHESIS DEVELOPMENT**

Weerawardena (2003), stated that if a company emphasizes proactivity in its business activities, then the company has carried out entrepreneurial activities that will automatically drive high marketing performance. Research by Mahmood and Hanafi (2013); Arbawa and Wardoyo (2018), concluded that entrepreneurial orientation had a positive and significant effect on marketing performance.

H1: Entrepreneurial Orientation has a significant effect on Marketing Performance

Sulaeman (2018), explaining that companies that have a high level of market orientation will have high marketing performance. Research Taleghani et al., (2013); Dewi and Ekawati (2017) concluded that market orientation has a positive and significant effect on marketing performance.

H2: Market Orientation has a significant effect on Marketing Performance

Entrepreneurial orientation has an important factor in realizing the level of competitive advantage. Arbawa and Wardoyo’s research (2018), proves that entrepreneurial orientation has a positive and significant effect on increasing competitiveness that is dominated by good business strategies. The applied business strategy is a competitive advantage,

H3: Entrepreneurial Orientation has a significant effect on Competitive Advantage

Bharadwaj et al. (1993), stated that corporate culture that emphasizes the importance of companies to pay attention to the market (market-oriented) will lead to strengthening the company’s competitive advantage. Fatmawati Research (2016); Dewi and Ekawati (2017), concluded that market orientation has a positive and significant effect on competitive advantage.
H4: Market orientation has a significant effect on Competitive Advantage

Saiman (2014), suggests competitive advantage is expected to be able to achieve profits according to plan, increase market share, increase customer satisfaction, and continue the survival of a business. Research by Djodjobo and Tawas (2014); Fatmawati (2016), concluded that competitive advantage has a positive and significant effect on marketing performance.

H5: Competitive Advantage has a significant effect on Marketing Performance

Entrepreneurial orientation is one strategy to improve marketing performance. Marketing performance can be caused because the competitive advantage is increasingly complex. An increasingly complex competitive advantage creates increasingly high performance. Research Mahmood and Hanafi (2013), concluded a competitive advantage mediate partially on the relationship entrepreneurial orientation on firm performance.

H6: Orientation Entrepreneurship significant effect on marketing performance through the

Competitive Advantage of the Company through market orientation can assess what will be done in the long and short term his company. Jati and Ngatno Research (2016), concluded that competitive advantage partially mediates the relationship between market orientation and marketing performance.

H7: Market Orientation has a significant effect on Marketing Performance through Competitive Advantage

METHOD

This study is explanatory research. The population was the owners of Tempe chips SMEs which were registered in Malang City Cooperatives and SMEs Service with a sample of 132 owners from the population of 463 owners of Tempe chips SMEs. The sampling used is non-probability sampling conducted by researchers selecting respondents randomly, then carried out a purposive sampling technique, because in taking the sample by taking into account criteria related to the research objectives, namely Tempe chips SMEs that have been operating for a minimum of 3 years, with reasons that can be known trends in performance. Analysis of the data used to test the hypotheses in this study using Partial Least Square (PLS).

RESULTS

The Measurement Model Testing (Outer Model)

Convergent validity aims to determine the validity of the relationship between the indicator and its latent variables. The indicator is declared to meet convergent validity in the good category if the value loading factor > 0.5. The test results convergent validity based on the values are loading factor presented in Table 1 below.

| Variable                        | Item | Loading Factor | Information |
|---------------------------------|------|----------------|-------------|
| Entrepreneurial Orientation (OK)| OK1  | 0.609          | Valid       |
|                                 | OK2  | 0.810          | Valid       |
|                                 | OK3  | 0.782          | Valid       |
|                                 | OK4  | 0.776          | Valid       |
|                                 | OK5  | 0.824          | Valid       |
|                                 | OK6  | 0.821          | Valid       |
| Market Orientation (OP)         | OP1  | 0.598          | Valid       |
|                                 | OP2  | 0.813          | Valid       |
|                                 | OP3  | 0.833          | Valid       |
|                                 | OP4  | 0.818          | Valid       |
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The construct reliability calculation as shown in Table 2 uses discriminant reliability (AVE), Cronbach’s alpha, and composite reliability. The reliability testing criteria are the value of reliability discriminant (AVE) greater than 0.5, value Cronbach’s alpha greater than 0.7, and value composite reliability greater than 0.7.

| Variable                        | AVE   | Composite Reliability | Cronbach Alpha | Information |
|---------------------------------|-------|-----------------------|----------------|-------------|
| Entrepreneurial Orientation(OK) | 0.599 | 0.899                 | 0.864          | Reliabel    |
| Market Orientation (OP)         | 0.597 | 0.898                 | 0.862          | Reliabel    |
| Competitive Advantage(KB)      | 0.643 | 0.915                 | 0.889          | Reliabel    |
| Marketing Performance (KP)      | 0.644 | 0.878                 | 0.817          | Reliabel    |

Source: Primary data processed, 2019

From the Table, we can get all the indicators used to measure all the variables loading factor above 0.5. Validity testing for indicators uses the correlation between indicator scores and construct scores. The results showed the smallest value is 0.598, which is an indicator of OP1, however it is still above the requirement, 0.5. Thus the indicators used in this study are valid.

Overall, by using AVE calculations, composite reliability, and Cronbach’s alpha, it can be concluded that all instrument items that measure variables are declared reliable.

Structural Model Testing (Inner Model)

PLS structural models in this study were tested by measuring the value of $R^2$ (Goodness of Fit Model). The goodness of Fit Model informs the magnitude of the ability of endogenous variables in explaining the diversity of exogenous variables so that the magnitude of the contribution of exogenous variables to endogenous variables can be known. The goodness of fit Model in PLS analysis is measured using Q-Square predictive relevance (Q2). Q2 is based on the coefficient of determination of all dependent variables. The quantity of Q2 has a range of values $0<Q2<1$, so the closer it is to number 1, the better the research model.

The calculation of Goodness of Fits in this study appears in the following Table 3:
Q2 in this study is worth 0.916 (91.6%) so that the diversity of marketing performance variables can be explained by the overall model of 91.6%. Contributions diversity variable entrepreneurship orientation, market orientation, and competitive advantage over overall marketing performance of 91.6%, while the remaining 8.4% is contributed by other variables not included in the model.

Hypothesis Test

Testing can be done by paying attention to the level of significance and coefficient path between latent variables. To test the proposed hypothesis, a statistical analysis is performed by entering the variables tested together. Decision-making is based on the direction of the relationship and the significance of the model in question. Here are the results of the calculation of Partial Least Square.

Based on the Table above, the values original sample show a positive relationship between variables. Whereas the T statistic is used to see the significance of the relationship between variables. The relationship is considered significant if the T statistic is greater than the T-table value. By using a confidence level of 95% ($\alpha = 0.05$ and degree of freedom (df) = (nk-1)) a T-table value of 1.978 is obtained. Thus it can be concluded that:

H1 which states that Entrepreneurial Orientation has a positive effect on Marketing Performance is accepted. H2 which states that Market Orientation has a positive effect on Marketing Performance is accepted. H3 which states that Entrepreneurship Orientation has a positive effect on Competitive Advantage is accepted. H4 which states that Market Orientation has a positive effect on Competitive Advantage is accepted. H5 which states that competitive advantage has a positive effect on Marketing Performance is accepted. H6 which states that Entrepreneurship Orientation has a positive effect on Marketing Performance through Competitive Advantage is accepted. H7 which states that Market Orientation has a positive effect on Marketing Performance through Competitive Advantage is accepted.

Table 3. Results of Goodness of Fits Model

| Variable                      | R2   |
|-------------------------------|------|
| Competitive advantage (KB)    | 0,650|
| Marketing Performance (KP)    | 0,760|
| $Q^2 = 1 – (1 – R^2_1)(1 – R^2_2)$ | $Q^2 = 1 – (1 – 0,650)(1 – 0,760)$ | 0,916 |

Source: Primary data processed, 2019

Table 4. Results of Hypothesis Testing

| Hypothesis | Effect | Original Sample | T-Statistics | T-table | Information |
|------------|--------|----------------|-------------|---------|-------------|
| H1         | OK → KP | 0,313          | 4,041       | 1,978   | Signifikan  |
| H2         | OP → KP | 0,299          | 4,033       | 1,978   | Signifikan  |
| H3         | OK → KB | 0,477          | 6,257       | 1,978   | Signifikan  |
| H4         | OP → KB | 0,414          | 5,518       | 1,978   | Signifikan  |
| H5         | KB → KP | 0,363          | 3,965       | 1,978   | Signifikan  |
| H6         | OK → KB → KP | 0,173 | 3,233       | 1,978   | Signifikan  |
| H7         | OP → KB → KP | 0,150 | 3,298       | 1,978   | Signifikan  |

Source: Primary data processed, 2019
DISCUSSION

The results indicated that entrepreneurial orientation has a positive and significant effect on marketing performance. Tempe chip SMEs in Malang which have a high entrepreneurial orientation will be able to increase marketing performance activities and vice versa, if Tempe chips SMEs have a low entrepreneurial orientation, are certainly not able to increase marketing performance activities, because by having a good entrepreneurial orientation, Tempe chips SMEs can determine marketing strategies that are appropriate to the SMEs target market. Fatmawati (2016) revealed entrepreneurial orientation became an accepted meaning to explain marketing performance. Entrepreneurial orientation relies on the courage to take risks, proactivity, and an attitude full of innovation. Innovative refers to the attitude of entrepreneurs to be involved creatively in producing new products with new production methods, both for new markets and currently through the process of experimenting with new ideas. The company’s tendency to compete directly and tightly is referred to from an aggressive-competitive attitude to be the best and leave its competitors. A brave attitude to face challenges by carrying out business strategies even though what will be obtained is full of uncertainty can be interpreted as daring to take risks. Weerawardena (2003) states that a company can be said to have carried out entrepreneurial activities if a company promotes proactivity in its business activities so that it will automatically encourage high performance. The results of this study reinforce with Mahmood and Hanafi (2013); Arbawa and Wardoyo (2018), concluded that entrepreneurial orientation had a positive and significant effect on marketing performance.

The results showed that market orientation had a positive and significant effect on marketing performance. Uncles (2000) stated that market orientation is defined as a process and activity related to the creation and satisfaction of customers by continuously assessing the needs and desires of customers. Application of market orientation will bring increased marketing performance for the company. Sulaeman (2018) revealed that market orientation has the potential to improve marketing performance. In addition, market orientation is also believed to provide psychological and social benefits for employees, in the form of pride and a sense of belonging a greater, and greater organizational commitment. Companies that have a high level of market orientation will have high marketing performance. Market orientation is formed from three behavioral components, namely customer orientation, competitor orientation, and coordination between functions that lead to two decision criteria namely long-term focus and profitability. The customer orientation aspect is an element of the consumer which is considered a control function in holding marketing roles and responsibilities within the company. Thus SMEs chips temple in Malang as an important market orientation aspect is considered and is expected to continue to encourage businesses to increase expectations of customers. However, lack of service has not been able to increase sales targets as expected. Besides paying attention to customers, companies also pay great attention to their competitors, because this will support business vigilance. This implies that they carefully pay attention to competition, especially regarding product innovation to improve market position and competitive position. The results of this study reinforce with Taleghani et al., (2013); Dewi and Ekawati (2017) concluded that market orientation had a positive and significant effect on marketing performance.

The results showed that entrepreneurial orientation had a positive and significant effect on competitive advantage. Tempe chips SMEs in Malang City that have a high entrepreneurial orientation or good will be able to increase the competitive advantage of those SMEs and vice versa if the SMEs have low entrepreneurial orientation will certainly make it difficult to increase the competitive advantages possessed by Tempe chips SMEs, because by having an orientation high entrepreneurship will be able to make competitive strategy decisions for SMEs so that they have a competitive advantage. Porter (2008) explained that entrepreneurial orientation is a company’s profit strategy to compete more effectively in the same market. Entrepreneurial orientation refers to decision-making, practices, and
processes that lead to new inputs and has three aspects of entrepreneurship, which are taking risks, acting proactively, and always being innovative (Arbawa and Wardoyo, 2018). The results of this study reinforce with Mahmood and Hanafi (2013); Djodjobo and Tawas (2014); Pardi et al., (2014) concluded, entrepreneurial orientation had a positive and significant effect on competitive advantage.

The results showed that market orientation had a positive and significant effect on competitive advantage. The higher the market orientation value owned by Tempe chips SMEs, the higher the competitive advantage of the SMEs will be. Fatmawati (2016) stated that market orientation is the most effective organizational culture in creating important behavior to create superior value for buyers and marketing performance in a business. Companies that have a competitive advantage will be difficult for competitors to seize their market share, therefore a market orientation is needed which is an implementation of the marketing concept to create a competitive advantage (Alteza, 2004). Bharadwaj et al. (1993), stated that the competitive advantage of a company will be strengthened if a company emphasizes the importance of paying attention to the market (market-oriented). The results of this study reinforce Fatmawati’s research findings (2016); Dewi and Ekawati (2017) stated that market orientation had a positive and significant effect on competitive advantage.

The results showed that competitive advantage had a positive and significant effect on marketing performance. A high competitive advantage reflects the high marketing performance in a company. Tempe chips SMEs in Malang which have a higher competitive advantage will improve the marketing performance of the SMEs and vice versa if the SMEs have a low competitive advantage of course the marketing performance has decreased and even unable to do marketing well to attract buying interest even the interest in repurchasing consumers. Competitive advantage can be made by providing a means to outperform competitors and also by considering external factors (Hajar and Sukaatmadja, 2016). The results of this study reinforce Djodjobo and Tawas (2014); Fatmawati (2016) concluded that competitive advantage has a positive and significant effect on marketing performance.

The results showed that entrepreneurial orientation had a positive and significant effect on marketing performance. The marketing performance of Tempe Chips SMEs will increase and is better if, in addition to being entrepreneurial-oriented, the Tempe Chips SMEs also have a competitive advantage. Entrepreneurial orientation is one strategy to improve marketing performance. Marketing performance can be caused because the competitive advantage is getting tougher with the progress of all aspects of human life. Several studies reveal increasingly complex competitive advantages that create higher performance, one of which is the aspect of marketing performance which is the spearhead of the company’s survival (Hajar and Sukaatmadja, 2016). The results of this study reinforce Setyawati’s research findings (2013) stating that competitive advantage mediates or has an effect intervening on the relationship between performance and entrepreneurial orientation. Mahmood and Hanafi (2013) showed that competitive advantage partially mediates the relationship between entrepreneurial orientation and firm performance.

The results showed that market orientation had a positive and significant effect on marketing performance. Market orientation is a strategy that cannot directly affect marketing performance through competitive advantage so that Tempe chips SMEs can benefit from the application of their market orientation strategy, it must go through competitive advantage first, and to create competitive advantage is not easy because market orientation is needed. Market orientation applied to a company will make the company have an advantage in terms of customer knowledge and with that, the company will be able to create products according to customer needs and desires. Companies can assess what will be done in the short and long term for the company through market orientation. In the short term, the company must try to understand the strengths and weaknesses of existing competitors, whereas, in the long run, that is what the company must do in the future in achieving marketing performance (Dewi and Ekawati, 2017). The results of
this study reinforce with Setyawati (2013) who concluded that competitive advantage mediates or has an effect intervening on the relationship between market orientation and performance. Jati and Ngatno's research (2016) shows the results, competitive advantage partially mediates the relationship between market orientation and marketing performance.

CONCLUSIONS

Based on the results of the study, the following conclusions can be drawn: Entrepreneurial orientation has a significant effect on marketing performance. Companies that have an entrepreneurial orientation will be able to innovate so they can create products that are more unique or attractive compared to their competitors.

Market orientation has a significant effect on marketing performance. Market orientation reflects competence in understanding customers or target markets. Companies that have a high level of market orientation will have good marketing performance because the company can understand the desires and needs of target customers.

Entrepreneurial orientation has a significant effect on competitive advantage. Entrepreneurship-oriented companies will be able to make their employees innovate so they can create products that are more unique or attractive compared to their competitors and increase the value of the competitive advantage of the company.

Market orientation has a significant effect on competitive advantage. The higher the market orientation, the higher the competitive advantage. Market orientation is an organizational strategy as well as an effective culture in creating important behaviors to create superior value for customers.

Competitive advantage has a significant effect on marketing performance. Competitive advantage is obtained from the company’s ability to utilize and manage its capital and resources. The marketing performance of a company will be high if the company can create competitive advantage so that it can have good competitiveness.

The influence of entrepreneurial orientation on marketing performance can be mediated by competitive advantage because the total direct effect has a greater value than the indirect effect, so the effect of entrepreneurial orientation on marketing performance will be greater if through competitive advantage. Entrepreneurial orientation will create a competitive advantage to increase the company’s competitiveness. Companies that have strong competitiveness with a competitive advantage will increase marketing performance.

The influence of market orientation on marketing performance can be mediated by competitive advantage because the total direct effect has a greater value than the indirect effect. So that through competitive advantage, market orientation can provide a greater effect on the performance of marketing. Companies that do market orientation will find various opportunities to create a competitive advantage which will then impact marketing performance.

RECOMMENDATIONS

This study recommends that researchers further examine this problem by adding the influence of other factors that affect earnings performance, such as product innovation.

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