

Analysis of Entrepreneurial Orientation on Entrepreneurial Performance with Innovation as a Mediation Variable in Karanganyar MSMEs



 *Andri Octaviani* ^(a1)

^(a1)Departement of Accounting, Universitas Dharma AUB Surakarta, Indonesia; E-mail: andry.oktavia@gmail.com

ARTICLE INFO

Article History:

Received: 1st Agustus 2024

Accepted: 27th September 2024

Online Publication: 29th October 2024

Keywords: Local Entrepreneurial Orientation and Innovation, MSME Performance

JEL Classification Codes:

M0, M2, M20, M21

ABSTRACT

The development of Micro, Small and Medium Enterprises (MSMEs) is currently experiencing rapid growth, thereby rendering business actors increasingly competitive. This phenomenon presents a significant opportunity to support the growth of Micro, Small and Medium Enterprises (MSMEs) by leveraging modern information and communication technology and the efforts of entrepreneurs. The present study aims to test and analyse the following: 1) the effect of entrepreneurial orientation on the performance of MSMEs in Karanganyar, 2) the effect of entrepreneurial orientation on the performance of MSMEs in Karanganyar, 3) the effect of innovation on the performance of MSMEs in Karanganyar. The type of research used in this study is survey research, with the technique used in sampling being nonprobability sampling with incidental sampling techniques. The data collection methods employed included observation and questionnaire. The findings revealed that the calculated value (0.788958) was less than the critical value (2.04841) at the 1% level of significance, thereby indicating that the entrepreneurial orientation variable (X) did not exert a significant influence on the entrepreneurial performance variable (Y) when the innovation variable (Z) was taken into consideration.

© 2024 by the authors. Licensee Swasti Utama Mandiri, Indonesia. This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<http://creativecommons.org/licenses/by/4.0/>).

INTRODUCTION

MSMEs (Small and Medium Enterprises) are an important part of economic growth, and have a significant impact on the country's economic development. This is a challenge to create opportunities for business actors or MSMEs by utilizing modern information and communication technology as well as the efforts of entrepreneurs. According to data from the Ministry of Cooperatives and Small and Medium Enterprises, (SMEs, 2020). In this study, MSMEs are not only a pillar of the economy, but also function as a driver of inclusive economic growth, especially in the regions. There are various MSME factors that greatly affect economic development, such as competitive market orientation, capacity development, and job creation. As in MSMEs in Karanganyar, it shows a significant contribution to local economic growth. However, there are many challenges faced, MSMEs face various problems and challenges compared to large companies. One of them is according to a report from the Central Statistics Agency (BPS) in 2020, around 60% of MSMEs are unable to survive for more than three years. This shows a lack of a deeper understanding of the factors that can affect the success of MSMEs in

¹Corresponding author: andry.oktavia@gmail.com

© 2024 by the authors. Hosting by Swasti Utama Mandiri. Peer review under responsibility of Swasti Utama Mandiri, Indonesia
<https://doi.org/10.46281/ijaf.v10i1.XXXX>

To cite this article: Octaviani, Andri (2024). Analysis of Entrepreneurial Orientation on Entrepreneurial Performance with Innovation as a Mediation Variable in Karanganyar MSMEs ; PRAXIS: Journal of Business Intelligence and Economic Sustainability 1(1) (2024), 41-48
<https://doi.org/10.46281/xxxx.v10i1.XXXX>

order to be able to survive and compete in market and technological changes. In this study, one of the factors that can affect business performance is entrepreneurship and innovation orientation.

The first factor in this study that affects the performance of MSMEs is entrepreneurial orientation. Entrepreneurial orientation refers to the decision-making processes, practices, and activities that lead to immigrants (Kiyabo & Isaga, 2020). (Alfulailah, F., & Soehari, T D, 2020) argues that entrepreneurial orientation is seen as able to improve and develop the performance of MSMEs. In addition, MSMEs whose leaders are entrepreneurial-oriented have a clear vision and dare to face risks so that they are able to create good performance (Rasyidi, 2016). In Karanganyar, many MSME actors still follow the traditional mindset, making it difficult for them to innovate and compete with other business actors. For example, many small food businesses have been using the same marketing methods for years without developing products or exploring new markets. It can be said that improving marketing on products is able to improve important aspects of problems in MSMEs (Yuniatin & Andri, 2022).

Entrepreneurial orientation refers to attitudes and behaviors that encourage individuals or organizations to take risks, pursue opportunities, and innovate in the face of market changes. MSMEs that have a high entrepreneurial orientation may dare to try new products even though there is a risk of failure. Innovation includes the development of new products, new processes, or new business models that can improve the operational efficiency and effectiveness of MSMEs (Andri O & Tri W, 2019). Adaptation for businesses is, with digital technology, such as utilizing e-commerce platforms to reach a wider range of customers. Research shows that MSMEs that have a high entrepreneurial orientation tend to be more able to adapt to market changes and be more innovative in offering their products and services.

Based on a survey conducted by the Central Statistics Agency (BPS) in 2020, only about 30% of MSMEs have implemented innovation in their products and processes. This shows that there is a significant gap between the potential and realization of innovation in the MSME sector. In addition, the lack of understanding of the importance of entrepreneurial orientation is also an inhibiting factor for many MSME actors to develop their businesses. This indicates that training and education on entrepreneurship are very important to increase the awareness and ability of MSME actors to innovate. In this study, the mediating variable that affects the performance factor of MSMEs is competitive advantage. In order for MSMEs to be successful, they must be able to develop and successfully compete, therefore MSMEs must be able to increase their production and determine the right marketing method to find potential buyers. Individual entrepreneurs in obtaining competitive advantages must be able to understand the fundamental elements. Judging from the price aspect, entrepreneurs must be able to produce goods/services at the lowest possible cost, so that the price set is not too expensive compared to products/services in other places. Competitive advantage is desired to generate the desired profits, market share increases, loyal customers increase, and business continuity can continue (Saiman L, 2014)

LITERATURE REVIEW

Entrepreneurship Orientation

Entrepreneurial orientation is a concept that refers to the attitudes and behaviors of individuals or organizations in creating and managing new businesses. According to Covin and Slevin (1989), entrepreneurial orientation consists of three main dimensions: innovation, proactiveness, and risk-taking. Entrepreneurial orientation describes the company's decision-making process, which helps the company take action (Wiklund and Shepherd, 2011 in Kadarusman and Rosyafah, 2022). Entrepreneurial orientation is a series of creative activities and processes accompanied by entrepreneurial behaviors that empower companies to penetrate new markets (Naheed., et.al, 2019). Entrepreneurial orientation helps to explore new markets and create new goods or services to improve the company's performance.

Usvita (2015), entrepreneurial orientation is stated as a business profit strategy. Narver and Slater (1990) in Tirtayasa (2022) state that entrepreneurial orientation is a tradition used by highly effective and successful organizations to form the attitudes/behaviors necessary to produce superior results.

Ndubisi and Iftikhar (2012), indicators of entrepreneurial orientation are risk-taking, proactivity and autonomy.

Innovation

Robbins & Coulter (2016) defines innovation as taking creative ideas and turning them into useful products or working methods. Damanpour Lestari., et al. (2013) defines the renewal (innovation) of a company/organization as a duplication of the latest ideas or attitudes/behaviors used in the company/organization. Innovation duplication involves the creation, development and application of current ideas and attitudes/behaviors. Rajapathirana and Hui (2018) innovation indicators include product innovation, process innovation, organizational innovation and market innovation and innovation indicators Zia and Shafiq (2017) include process innovation and product innovation.

MSME Performance

Entrepreneurial performance is a measure of the success of a business in achieving the goals that have been set. According to Morris and Kuratko (2002), entrepreneurial performance can be measured through several indicators, such as revenue growth, market share, and profitability. In addition, entrepreneurial performance is also influenced by external factors, such as market conditions and government policies. Performance is the level of results achieved when carrying out certain tasks/activities (Widodo, 2015). Kasmir (2016) states that performance is the quantity of a set of attitudes/behaviors of good employees that have good and bad contributions to the fulfillment of the company/organization's direction/goals. Mangkunegara (2016) stated that performance is the result of work, both quality and quantity, achieved by a person in carrying out tasks according to the responsibilities given. Mangkunegara (2016) proposed several performance indicators, namely: 1) work quality, 2) work quantity, 3) task implementation, 4) work responsibility.

MATERIALS AND METHODS

The method in this study is a quantitative approach with primary data. The data collection technique uses questionnaires. The population of this study is MSME actors in Karanganyar as many as 30 respondents. The assessment was carried out using the Likert scale. The sampling technique used is nonprobability sampling with axial sampling techniques. Data analysis using descriptive analysis and path analysis is carried out using statistical software such as Smart PLS or AMOS.

RESULTS AND DISCUSSION

Classical Assumption Test

1. Normality Test

The normality test aims to find out whether the research variables are normally distributed. To ensure that the data is distributed normally, the study used the Kolmogorov-Smirnov test, which was calculated using SPSS version 26.0. Sig (2-tailed) shows the result in the Asymp subline. Nearing the end. The data is considered normally distributed if the Sig (2-tailed) > 0.05.

Table 1. Normality Test Result
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		30
Normal Parameters ^{a,b}	Mean	0,0000000
	Std. Deviation	2.85505058
Most Extreme Differences	Absolute	0,136
	Positive	0,062
	Negative	-0,136
Test Statistic		0,136
Asymp. Sig. (2-tailed)		,163 ^{c,d}

Source: Data processing; 2024

Based on the normality test, it can be seen that *the asymp.sig* value is above 0.05 so that it passes the normality test.

2. Multicollinearity Test

Table 2. Multicollinearity Test Result

Model		Collinearity Statistics	
		Tolerance	VIF
1	Entrepreneurship Orientation	0,974	1,027
	Innovation	0,974	1,027

Source: Data processing; 2024

The tolerance and VIF parameters allow one to check the results of the multicollinearity test, which is shown in the table above. The model did not show the occurrence of multicollinearity, as the findings showed, which showed a tolerance of 0.974, which was higher than 0.1, and a VIF value of 1.027, which was lower than 10.00.

3. Heteroscedasticity Test

Table 3. Heteroscedasticity Test Result

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	27.223	17.790		1.530	0.138
LnX	-1.178	3.488	-0.062	-0.338	0.738
LnZ	-7.291	4.037	-0.333	-1.806	0.082

Source: Data processing; 2024

Based on the park test above, it can be identified that the independent variables and mediations used passed the heterokedastilistis test because the sig value was above 0.05.

4. Multiple Linear Regression Test

Table 4. Multiple linear Regression Test Result

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	2.494	6.557		0.380	0.707
Entrepreneurship Orientation	-0.079	0.202	-0.066	-0.393	0.698
Innovation	0.541	0.187	0.488	2.893	0.007

a. Dependent variable: Entrepreneurial Performance

Source: Data processing; 2024

Based on the regression test above, it can be seen in the significance column so that the following decisions are produced.

1. Entrepreneurial orientation does not have a significant influence on entrepreneurial performance, as evidenced by a sig number above 0.05 ($0.698 > 0.05$)
2. Innovation has a significant influence on entrepreneurial performance as evidenced by a sig number below 0.05 ($0.007 < 0.05$)

Table 5. Multiple linear Regression Test Result

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	28.067	3.954		7.081	0.000
Entrepreneurship Orientation	-0.175	0.202	-0.162	-0.856	0.394

a. Dependent variable: Innovation
Source: Data processing; 2024

Based on the regression test above, it can be seen in the significance column so that the following decisions are produced. Entrepreneurial orientation does not have a significant influence on innovation, as evidenced by a sig figure above 0.05 (0.394 > 0.05).

Path Analysis

The path analysis is based on the following scheme:

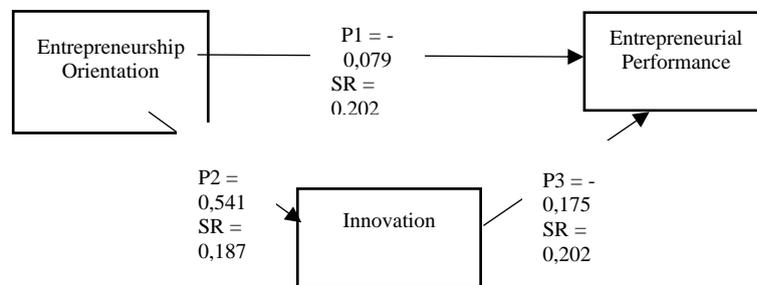


Figure 1. Path Analysis Scheme

The results of the analysis can be identified in the following calculations.

Direct Influence = -0.079
 Indirect Influence = P2 x P3 = 0,541 x -0,175 = -0,094675
 Total Influence = P1 + (P2 x P3) = -0,079 + (-0,094675) = -0,173675

The results of the operation to calculate the direct and indirect effects can use the Sobel Test with the following calculations.

$$Sp2p3 = \sqrt{P3^2Sp2^2 + P2^2SP3^2 + SP2^2SP3^2}$$

$$Sp2p3 = \sqrt{(-0,175)^2(0,187)^2 + (0,541)^2(0,202)^2 + (0,187)^2(0,202)^2}$$

$$Sp2p3 = \sqrt{(0,030625 : 0,034969) + (0,292681 . 0,040804) + (0,034969 . 0,040804)}$$

$$Sp2p3 = \sqrt{0,001070925625 + 0,011942555524 + 0,001426875076}$$

$$Sp2p3 = \sqrt{0,014440356225}$$

$$Sp2p3 = 0,1201680332908881 = 0,12$$

Based on the results of the sobel test, the t-value can be calculated using the following statistical test calculation.

$$T \text{ count} = \frac{p2p3}{sp2p3} = \frac{-0,094675}{0,12} = -0,788958$$

T table (30) = 2,04841

Based on the calculation results, it was found that the t-value of the calculation was -0.788958 while the t-value of the table obtained was 2.04841 based on the number of samples, which was 30 samples. Therefore, it is obtained that -0.788958 < 2.04841 (T calculated < T table) so that there is no significant influence between the entrepreneurial orientation variable (X) on the entrepreneurial performance variable (Y) mediated by the innovation variable (Z).

Entrepreneurial orientation has a direct value in contributing to improving the performance of MSMEs. When business actors have a good and clear understanding of their entrepreneurial orientation, it will be easier and more able to identify opportunities and challenges in the market. For example, by understanding the needs and desires of customers in depth, MSMEs can develop a more targeted strategy. By utilizing digital tools such as social media for promotion or e-commerce for sales, MSMEs can reach more consumers at a lower cost. This shows that entrepreneurial orientation is not only about producing goods or services, but also about how to efficiently reach and serve customers. The more precise the entrepreneurial orientation determined, the better the entrepreneurial performance achieved. On the other hand, if the orientation is not in accordance with the needs and characteristics of the market, then the possibility of achieving the desired results will be even smaller.

This research is in line with the research of Usvita (2015) which found the influence of entrepreneurial orientation on the business performance of food MSMEs. Mustikowati and Tysari (2014), that entrepreneurial orientation has a positive and significant influence on the performance of MSMEs. Tirtayasa (2022) found that entrepreneurial orientation has a positive and significant effect on the performance of MSMEs. Astuti., et.al (2021) found that entrepreneurial orientation is proven to have a positive and significant effect on business performance. Dahana., et al. (2021) found that entrepreneurial orientation has a direct positive effect on marketing performance

Innovation is not just about creating something new, but also includes in-depth evaluation of existing ideas, the development of innovative concepts, and the effective implementation of those concepts. This process involves various stages, from identifying opportunities to launching new products to market. For example, a culinary business that produces organic food can develop new products that are healthier and more environmentally friendly, thus attracting the attention of consumers who are increasingly concerned about health and sustainability. By focusing on innovation, these MSMEs can not only increase sales, but also build a strong brand image in the eyes of consumers. In the end, the innovations implemented become a guideline for companies/organizations to achieve competitive advantage in the long term.

This research is in line with the research of Ndubisi and Iftikhar (2012), namely innovation is directly related to performance and mediates the relationship between entrepreneurship and performance. Priatin., et al. (2017) found that product innovation has a positive effect on marketing performance. Gradistya and Farida (2016) found that innovation has a positive effect on marketing performance.

This research is not in line with the research of Rasyidi (2016) which found an indirect influence of orientation on marketing performance through competitive advantage. This research is in line with the research of Gradistya and Farida (2016), namely innovation has an effect on marketing performance. Furthermore, Innovation acts as a partial mediating variable. Ndubisi and Iftikhar (2012) found that innovation is directly related to performance. Gradistya and Farida (2016) found that innovation has an effect on marketing performance. Furthermore, Innovation acts as a partial mediating variable. Furthermore, Ndubisi and Iftikhar (2012) found that innovation is directly related to performance and mediates the relationship between entrepreneurship and performance. Priatin., et al. (2017) found that product innovation has a positive effect on marketing performance, where product innovation then acts as a partial mediating variable. This research is not in line with the research of Ul Huda., et al. (2020), namely there is no significant influence between Product Innovation on SME performance. There is no significant influence of product innovation on the performance of SMEs mediated by competitive advantage

CONCLUSIONS

It is important to deepen research on how orientation and innovation in entrepreneurship can affect the performance of MSMEs, as well as how competitive advantage can serve as a significant mediator in this relationship. By considering other variables that can mediate the pattern of the relationship between Orientation and Entrepreneurial Innovation on the Performance of Culinary MSMEs, we can gain a more comprehensive understanding of the dynamics that occur in this industry.

The influence of entrepreneurial orientation and innovation on the performance of MSMEs is closely related to their innovations. Entrepreneurs must commit to continuously improving their entrepreneurial orientation by daring to take risks and adapt to market changes. On the other hand, innovations obtained through product uniqueness and cost control are also important factors in improving performance. By engaging employees and conducting periodic evaluations of products and services, MSMEs can create a better experience for customers, which will ultimately contribute to the long-term success of MSME business actors.

Author Contributions: Conceptualization, Andri Octaviani.; Methodology, Andri Octaviani.; Validation, Andri Octaviani.; Formal Analysis Andri Octaviani.; Investigation, Andri Octaviani.; Resources Andri Octaviani.; Data Curation Andri Octaviani.; Writing – Original Draft Preparation Andri Octaviani.; Writing – Review & Editing, Andri Octaviani.; Visualization, Andri Octaviani.; Supervision, Andri Octaviani.; Project Administration Andri Octaviani.; Funding Acquisition, Andri Octaviani.”.

Institutional Review Board Statement: Ethical review and approval were waived for this study, due to that the research does not deal with vulnerable groups or sensitive issues.

Funding: The authors received no direct funding for this research.

Conflicts of Interest: The authors declare no conflict of interest.

REFERENCES

- Alfulailah, F., & Soehari, T D. 2020. Pengaruh Inovasi, Teknologi Informasi, Dan Orientasi Kewirausahaan Terhadap Kinerja Usaha. *Akademika* Vol 9 No.2, hal 161-176
- Alsuwaidi, AKMS., Alshami, SA., & Akmal, S. 2021. The Impact of Entrepreneurship on Airport Industry Innovation: A Dual Mediation Framework of Strategic Alignment and Learning Orientation. *Journal of the Academy of Strategic Management* Vol: 20 Edition: 2S
- Andri O & Tri W. (2019). Peran orientasi pasar dan pengembangan kewirausahaan dalam meningkatkan kinerja usaha. *Excellent*, 83-90.
- Dahana, RN., & Indrawati, NK., Mugiono. 2021. Keunggulan Kompetitif Untuk Memediasi Pengaruh Inovasi Produk Dan Orientasi Kewirausahaan Terhadap Kinerja Pemasaran Pada Industri Kecil Dan Menengah. *Jurnal Manajemen Terapan* Volume 19 Nomor 2 Juni 2021, hlm 413-423
- Gradistya, GO., & Farida, N. 2016. Pengaruh Orientasi Pasar Dan Orientasi Kewirausahaan Terhadap Kinerja Pemasaran Melalui Inovasi Sebagai Variabel Intervening (Studi pada UMKM Batik di Jawa Tengah). *Jurnal Ilmu Administrasi dan Bisnis* Volume 5 Nomor 3 Tahun 2016, pp 1-9
- Hartini., RM., Irwansyah, R., Putri, DE., Ramadhani, I., Wijiharta, B., Ahmad., Firmadani, F., Febrianty., S., Julius, A., Pangarso, A., Satriawan, DG., Indiyati, D., Sudarmanto, E., Panjaitan, R., Lestari, AS., & Farida, N. 2021. *Perilaku Organisasi*. Bandung : Widina Bhakti Persada
- Kadarusman., RS. 2022. Competitive Advantage, Entrepreneurial Orientation, Knowledge Sharing, and SME Performance: Mediation-Moderation Analysis. *Minds Journal: Idea Management and Inspiration* Vol. 9, No.1 (June) 2022, pp. 127-142
- Kasmir. 2016. *Manajemen Sumber Daya Manusia (Teori Dan Praktik)*. Jakarta: Rajagrafindo Persada
- Kementerian Koperasi dan Usaha Kecil Menengah. (2020). *Laporan Statistik UMKM*.
- Kiyabo, K., & Isaga, N. 2020. Orientasi kewirausahaan, keunggulan kompetitif, dan kinerja UKM: penerapan ukuran pertumbuhan perusahaan dan kekayaan pribadi. *Jurnal Inovasi dan Kewirausahaan* (2020) 9:12, hlm 1-15 <https://doi.org/10.1186/s13731-020-00123-7>
- Lechner, C., & Gudmundsson, S.V. (2014), Entrepreneurial orientation, corporate strategy and small firm performance. *International Small Business Journal*, 32(1), pp. 36-60.
- Mangkunegara, AA Anwar Prabu. 2016. *Manajemen Sumber Daya Manusia*. Perusahaan. Bandung : PT. Remaja Rosdakarya
- Mustikowati, RI., & Tysari, I. 2014. Orientasi Kewirausahaan, Inovasi, Dan Strategi Bisnis Untuk Meningkatkan Kinerja Perusahaan (Studi Pada UKM Sentra Kabupaten Malang). *MODERNISASI* Volume 10 Nomor 1 Februari 2014, hlm 23-37
- Naheed, K., Aamir, M., & Ahmad, N. 2019. Corporate Innovative Mediation and Moderation of Environmental Turbulence on Entrepreneurial Orientation and Company Performance. *Journal of Law & Social Sciences*, 1(1), pp. 13-26
- Ndubisi, NO., & Iftikhar, K. 2012. The Relationship Between Entrepreneurship, Innovation and Performance (Comparing Small and Medium Enterprises). *Journal of Marketing and Entrepreneurship Research* Vol. 14 Number 2, 2012, pp. 214-236
- Pardi, P., Suharsyono, S., Imam, S., & Zainul, A. 2014. The Influence of Market Orientation and Entrepreneurial Orientation on Learning Orientation, Innovation, Competitive Advantage and Marketing Performance. *European Journal of Business and Management*, 6(21), pp. 69-80.
- Priatin, Y., Surya, D., & Suhendra, I. 2017. Pengaruh Orientasi Pasar Dan Orientasi Kewirausahaan Terhadap Kinerja Pemasaran Dengan Inovasi Produk Sebagai Variabel Intervening (Studi pada Kelompok Usaha Bersama (KUB) Gerabah di Desa Bumi Jaya Kecamatan Ciruas Kabupaten Serang). *JRBM Tirtayasa* Jilid 1 (1) - Mei 2017, hlm 81-96
- Rahid, Abu Obida. 2023. Pembiayaan UKM Bank Umum Di Bangladesh: Arah Kebijakan Berdasarkan Pandangan Peminjam Pinjaman UKM. *Jurnal Internasional Usaha Kecil Dan Menengah* 6 (1) (2023), hal 1-81. <https://doi.org/10.46281/ijsmes.v6i1.1831>
- Rajapathirana, RP, & Hui, JY. 2018. Hubungan antara kemampuan inovasi, jenis inovasi, dan kinerja perusahaan. *Jurnal Inovasi & Pengetahuan (JIK)* Volume 3 Edisi 1, hal 44-55
- Rasyidi, MF. 2016. Pengaruh Orientasi Kewirausahaan Terhadap Kinerja Pemasaran Melalui Keunggulan Bersaing

- Sebagai Variabel Mediasi (Studi Pada UMKM Keripik Buah Di Wilayah Malang Raya). Jurnal Ilmiah Mahasiswa JEB universitas Brawijaya Vol 4, No 2, pp 1-14
- Saiman, L. 2014. Kewirausahaan: Teori, Praktik, dan Kasus-Kasus. Jakarta: Salemba Empat.
- Sirivanh, T., & Sukkabot, S. 2014. The Influence of Entrepreneurial Orientation and Competitive Advantage on SME Growth: Structural Equation Modeling Study. International Journal of Business and Social Sciences, 5(6), pp. 189-195
- Tirtayasa, S. 2022. The Influence of Entrepreneurial Orientation and Market Orientation on the Performance of Small and Medium Enterprises Mediated by Competitive Advantage. Enrichment: Journal of Management, 12 (2) (2022), pp. 1825-1839
- Ul Huda, I., Karsudjono, AJ., & Maharani, PN. 2020. Pengaruh Orientasi Kewirausahaan Dan Inovasi Produk Terhadap Kinerja Usaha Kecil Menengah dengan Variabel Intervening Keunggulan Bersaing (Studi Pada UKM di Banjarmasin). Jurnal Mitra Manajemen (JMM Online) Vol. 4, No.3 Maret (2020), hlm 392-407.
- Usvita, M. 2015. Pengaruh Orientasi Kewirausahaan dan Orientasi Pasar terhadap Kinerja Perusahaan melalui Keunggulan Bersaing sebagai Variabel Intervening (Survei pada UKM Pangan Dinas Perindagtamben Kota Padang). e-Jurnal Apresiasi Ekonomi, 3(1), hal 31-37.
- Yuniatin & Andri. (2022). Optimalisasi Penjualan Produk Umkm Dengan Digital Marketing Pada Klaster Mbangun. *Wasana Nyata*, 148-153.

Publisher's Note: PT. Swasti Utama Mandiri stays neutral with regard to jurisdictional claims in published maps and institutional affiliations.



© 2024 by the authors. Licensee Swasti Utama Mandiri, Indonesia. This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<http://creativecommons.org/licenses/by/4.0/>).

XXXXXXXXXXXXXXXXXXXXXXXXXXXX (P-ISSN XXXX-XXXX E-ISSN XXXX-XXXX) by Swasti Utama Mandiri is licensed under a Creative Commons Attribution 4.0 International License.