

## **The Effect of Market Orientation, Entrepreneurship towards the Marketing Capability and Performance**

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**Abstract :** *The effect of Market Orientation, Entrepreneurship Towards the Marketing Capability and Performance. The purpose of this study was to determine the effect of market orientation and entrepreneurship on the capabilities and performance of marketing; The effect of marketing capabilities on marketing performance. The study used 200 Indonesian typical restaurants in Greater Jakarta as the sample, that taken by simple random sampling. Analyses were performed using structural equation modeling (SEM) and processed using software Lisrel 8.5. The research proves that the understanding of market orientation and entrepreneurial orientation does not directly affect marketing performance. Market orientation and entrepreneurial orientation, respectively positively affect marketing capabilities. Marketing capability positively affect marketing performance. The dominant path, is the effect of entrepreneurial orientation towards marketing capabilities and marketing performance.*

**Keywords:** *market orientation, entrepreneurship orientation, marketing capability, marketing performance*

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### **I. Introduction**

#### **Background Research**

The business of food and beverage competition is now unavoidable. Typical food and beverage business areas or traditional barriers to improve its competitiveness, since the advent of food products and beverages from outside and change in appetite younger generation. Besides, the internal problems of these efforts, among others, lack of innovation and lack of employee skills and less capital. Pramono (2014, p 3), suggest that the odds of a typical local restaurant business can provide and serve food daily also family. Support or the strength of this effort is a clear market segment, ease receive raw materials and the types of foods that are known to the public. But still, these efforts have constraints to increase their competitiveness.

Generally, traditional food & beverage businesses has not using a marketing concept to achieve their goal. Due to Alma, B (2007, p 14), in marketing concept, the manufacturer not only makes those goods, nor origin promotional launch but the manufacturers to focus on the tastes of consumers, manufacturers pay attention to needs and wants of consumers. The goal of business is profit organizations (Tjiptono and Chandra 2012, p 21), Therefore it takes marketing performance analysis more objective and focused in assessing earnings (Tjiptono & Chandra 2012 p 167). Evaluation and Control of performance marketing is very important for the company to be survival in the long term (Lestari, E, P 2011, p 123). Marketing performance is a measure of progress towards achieving the target of marketing activities (Wood, M, B 2009, p 211). Marketing performance is influenced by marketing capabilities (Halim, et al 2012, pp 472-484). Marketing capability is a collection of resources that display a task or activity integrative marketing (Hubeis, M and Najib, M 2014, p 47).

Finding Halim, et al 2012, pp 472-484, marketing perform and capability is affected by entrepreneurial orientation and market orientation. A measure of market orientation behaviors and activities that reflect the implementation of the marketing concept (Tjiptono and Chandra 2012, p 30). While the entrepreneurial orientation is entrepreneurial behavior in managing their business (Lee and Tsang 2001, pp 583-602).

Relevance with market orientation, entrepreneurial orientation, marketing capability and performance marketing in the earlier study showed no consistency between these variables influence. Research of Ismawanti (2008, p 72) explains that entrepreneurial orientation positive effect marketing performance. But the findings Suci (2009, pp 46-58) that the entrepreneurial orientation positive and significant effect on the performance of marketing. Market orientation has positive influence on the performance of marketing (Halim, A 2012, pp 43-60), The entrepreneurial orientation and market orientation of each do not affect the performance of marketing (Setyawati 2013, pp 20-31). Suryanita results (2006, pp 63-65) found a positive effect on entrepreneurial orientation towards marketing capabilities and marketing performance; marketing capability positive effect on the performance of marketing.

## Focus of the Research

This study is to comprehensively test the effect of market orientation and entrepreneurial orientation towards marketing and performance marketing capabilities of typical restaurants in the nearest Jakarta area (Jabodetabek). Based on the description above, the objectives of this research was to determine the effect of market orientation and entrepreneurial orientation towards marketing capabilities and marketing performance, as well as the influence of marketing capabilities on the performance of marketing.

## II. Literature Review

Variables in this research consist of independent variable which are market orientation (ORPSR), entrepreneurship orientation (ORKWR). Meanwhile dependent variable are marketing capability (KAPMSR) and marketing performance (KINPMSR). Mauzano & Villa (2005, pp 437-452) explains that market orientation is the focus of strategic planning a business unit must meet the following demands: all functions within the company is able to absorb all the important information affecting the purchase decision-making is done by inter-functional strategies and inter divisional, and division as well as good coordination functions and has a sense of commitment in carrying out marketing activities. Tjiptono and Chandra (2012, p 33) explains that market orientation is not solely the responsibility or the attention of the marketing function, but all departments participate in the collection, dissemination and follow up of market information. In addition market orientation focused on the market (market) that includes customer and the factors or forces that influence it. According to Kohl & Jaworski (1990) in Tjiptono & Chandra (2012, p 31), market orientation can be measured in three dimensions, namely Intelligence Generating that emphasizes attention to the direction of movement or market demand. That businesses that have market information and can process them into information for the operation of the company, can make predictions and more precise measures. Second, the dimensions Intelligence Dissemination emphasizing on implementation of the distribution of information to all departments in the organization, and the third is Responsiveness is emphasis on an on going basis the level of responsiveness to changes in customer needs.

Entrepreneurship is an opportunities, new markets, and in the long term could create economic stability of the nation with their business growth in various sectors. Due to Hisrich (2005, pp 17-94), entrepreneurship is a discipline that studies on values, skills, and behavior in the face of life's challenges with the opportunity to acquire a variety of risks that may be encountered. Due to Slamet, F. et al (2014, p 3) individuals engaged in entrepreneurial activities with starting a business is known as an entrepreneur. While the characteristics or behavior of entrepreneurs, among others, innovation, proactive, bold and autonomy. Entrepreneurship is a combination of creativity, innovation and courage to face the risks undertaken by way of hard work to establish and maintain a new business (Suryana 2013, p 11)

To be the winner, each business can provide a timely response and quick with a flexible product innovation, combined with the ability (capability) owned marketing program. 7P marketing program: *product* in the form of all the components that create value for customers; *place* in the form of a delivery to customers; *price* in the form of spending money by the customer to buy; *promotion* form of communication to build customer wishes; *people* in the form of employees; *process* in the form of operating methods; *physical* form of visual cues on quality (Lovelock and Wright 2007, p 18)

Marketing performance is a measure of the achievements obtained from the overall marketing activity of an enterprise (Tjiptono & Chandra 2012, p 167). One indication that describe advanced failure of a company is marketing performance. Performance marketing is the output of all business and marketing strategies that have been implemented entrepreneurs. Cravens & Piercy (2009, p 494) suggested that marketing performance measurement can be seen from the correspondence between the level of profitability, sales volume, market share and customer satisfaction levels.

The collection data in this study using a questionnaire instrument. This research method is a survey, primary data collection directly from the original source, which the selected respondents. Simple random as sampling technic method. Respondents answered the questions in the questionnaire. Data were collected for further processed / analyzed so that data can give meaning and useful in solving the problems examined. Likert scale is measured by: (1) strongly disagree; (2) do not agree; (3) doubtful; (4) agree; (5) strongly agree.

## III. Methodology of the Research

To determine the perceptions of the respondents used the category of classification interval is (highest-lowest value) divide with number of classes which is  $(5-1)/5=0.8$ . So that respondents' perceptions category research variables as follows. Answers from 1.00 to 1.80 including the category of very low ratings or strongly disagree; Answers from 1.81 to 2.60 including lower rating categories or disagree; Answers from 2.61 to 3.40 including moderate or neutral rating category; Answers from 3.41 to 4.20 including both assessment categories or agree; Answers from 4.21 to 5.00 including the assessment categories very good or strongly agree.

The population is a culinary restaurant businesses in the nearest Jakarta area (Jabodetabek). The technique is simple random sampling. Analyses were performed using structural equation modeling (SEM) and processed using lisrel 8.5. Testing measurement equation in this study using the criteria Jogiyanto (2011, p 71), if the loading factor is above 0.6 or coefficient of determination  $R^2 > 0.36$  then the instrument can be said to be a meaningful / valid. If it does not meet the said instrument is invalid as a construct, so it can be eliminated. Subsequently evaluated the reliability of the measurement model, when the value of CR  $> 0.70$  and VE  $> 0.5$  then the variable is said to be reliable research. Structural hereafter devised models and Hybrid (Standardized) as well as the analysis of Goodness of Fit (GoF).

### **III. Finding and Discussion**

The characteristics of respondents in this study as follows: Most of the respondents are located in Jakarta (81.5%), the rest in the area of Bogor, Depok, Tangerang and Bekasi; Most respondents manage the restaurant with the main menu of Java (49%), the rest manage the restaurant with the main menu Padang, Sundanese, Betawi, Manado etc; Most of the sex of the respondents were male (71.5%), the rest are women; Most respondents were manager / person in charge of the restaurant (74.5%), the rest of the owners; Most respondents to the top senior high school education (91.5%), the rest are educated junior down; Most respondents aged 25 s / d 35 years (36.5%), the rest aged  $< 25$  years and aged  $> 35$  years; Most respondents had to manage a restaurant that has been operating 2-5 years (34.5%), the rest manage a restaurant that has been in operation  $< 2$  years and  $> 5$  years; Most respondents had a turnover last year 1-5 million per day (43.5%), the remaining smaller daily turnover and Rp 1 million and above 5 million; Most respondents have a current turnover of 1-5 million per day (42.5%), the remainder of the current turnover of less than 1 million and more than 5 million; Most respondents had a net worth of restaurant 50-500 million (65%), the remaining net assets of the restaurant is smaller than 50 million and more than 500 million.

The typical restaurant manager in the nearest Jakarta area (Jabodetabek) who were respondents in this study have a good and not understanding a variety of market orientation. Market orientation activities carried out in the form of generating intelligence activities, intelligence dissemination and response to the market. These activities were considered important and have implemented the restaurant manager is observing its closest competitor strategies, discuss with employees about the needs and desires of consumers, and always meet the requirements of the market.

Respondents in this study have a good and not understanding a variety of entrepreneurial orientation to implement innovation, risk-taking, autonomy, and proactive in running a restaurant. These activities were considered important and have been made by the manager of the restaurant is the best way to meet consumer demand, understand the best suppliers, look at market opportunities, and how to evaluate the service. According Moko (2005, p 66) entrepreneurial orientation of businesses that can support the business can survive and even develop into a bigger business.

The level of achievement of marketing capability (capability product, price, place, promotion, people, process and physical evidence) the restaurant business that the sample in this study is good and the level of achievement was not diverse and varies. Activities were considered important and have been made by the manager of the restaurant is serving food that is appropriate, clear pricing, how to entertain consumers, nameplate attractive, employee knowledge, recipes standards and comfort of the restaurant space. Typical Indonesian restaurant manager the sample in this study have had the level of achievement of performance marketing and higher levels of achievement vary not include the growth of market share, profits, sales volume and customer satisfaction.

The variable of market orientation consists of three dimensions with 11 indicators. Dimension of intelligence generating which consist of four (4) indicators, the dimensions of intelligence dissemination which consist of four (4) indicators, and dimensions of market response which consist of three (3) indicators. From eleven (11) equation shows that the the second indicator of dimension intelligence generating is not valid construct for loading factor of 0.43 and  $R^2 = 0.19$ , so it will not be used for further analysis in structural equation.

Meanwhile intelligence dissemination dimension and market dimension had validity indicators. So further analyse, market orientation variable consists of 10 indicators which generating intelligence dimension consist of three (3) indicators, intelligence dissemination consist of four (4) indicators, and in response to market consist of three (3) indicators. Furthermore, reliability analysis, found that CR = 0.98 and VE = 0.80. So the market orientation variables said to be reliable.

The variable of entrepreneurial orientation has four dimensions with sixteen (16) indicators. Dimension of innovation, risk, autonomous and proactive, each built by a four (4) statement. From sixteen (16) indicators, shows that the second and third indicator of the dimensions of autonomy and third indicator of proactive dimension is an indicator that is not valid construct. Second and third indicators from dimension of autonomy each has a loading factor  $R^2$  value 0:36 and 0:22. While the third indicator from proactive dimension have 0:48 loading factor and  $R^2$  value 0.3. These indicators will not be used for further analysis in structural equation. For indicators from other dimensions in the construct validity. Orientation entrepreneurship be built by 13 indicators consist of dimensions of innovation built by four (4) indicators, the dimensions of risk built by four (4) indicators, the dimensions of autonomy built by two (2) indicators, and dimensions proactive built by three (3) indicators. Furthermore, the reliability analysis shown that  $CR = 0.95$  and  $VE = 0.58$ . Therefore, variable of entrepreneurial orientation is reliable. Marketing capability variable consists of seven (7) dimensions with 27 indicators. The dimensions are product capability, price, place, promotion, people, processes and physical evidence. Where product capability, price, place, promotion, people, processes dimension which consist of four (4) indicators. The dimension of physical evidence capability which consist of three (3) indicators. All indicators was valid construct. Furthermore, the reliability analysis shown that  $CR = 0.98$  and  $VE = 0.68$ . Therefore, variable of marketing capability said to be reliable.

The variable of marketing performance consists of four (4) dimensions and four (4) indicators. The dimensions are market share, profit growth, sales volume growth and customer satisfaction, whereas each consist of only one (1) indicator. All indicators was valid construct. Furthermore, the reliability analysis shown that  $CR = 0.96$  and  $VE = 0.85$ . Therefore, variable of marketing performance said to be reliable.

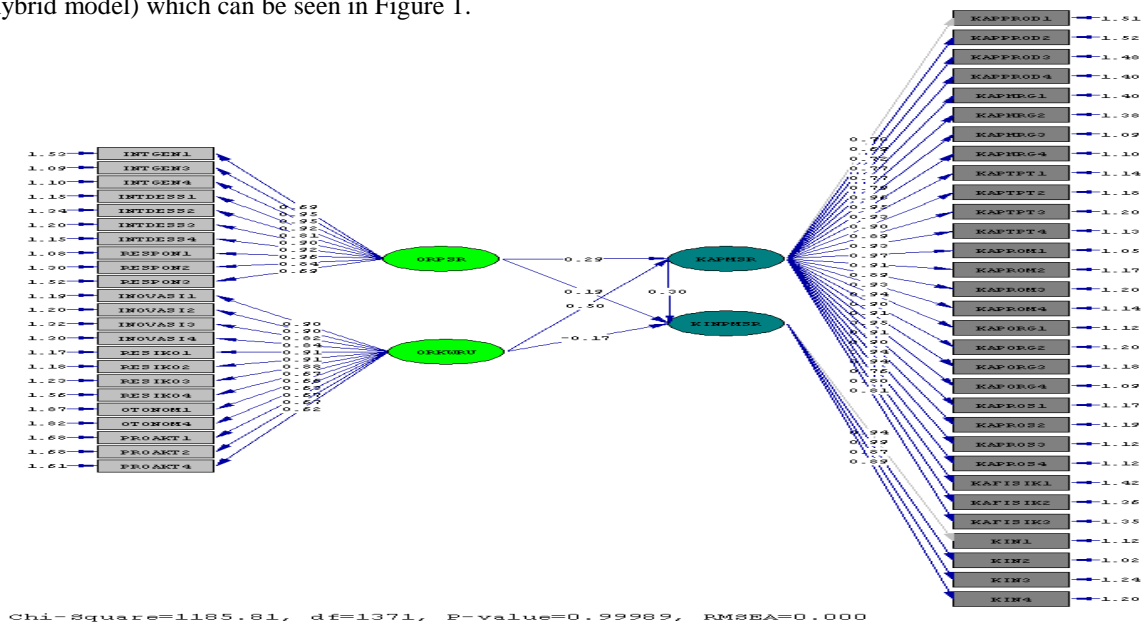
Structural models only show latent variables and coefficients which is indicate the magnitude of the effect of one variable to another variable that describe the structural equation model below.

**Table 1**  
**Structural Equation Model**

No.	Equation	$R^2$
1	$KAPMSR = 0.29ORPSR + 0.50ORKWR + 0.42$	0.58
2	$KINPMSR = 0.19ORPSR - 0.17ORKWR + 0.30 KAPMSR + 0.90$	0.40

From the table, can be conclude that the variables of market orientation, entrepreneurial orientation can explain the variable of marketing performance ( $R^2$ ) of 0.58 or 58%. Other variables that were not included in this research model can explain the variable marketing performance by 42%. Variable of market orientation, entrepreneurial orientation and marketing capabilities can explain the performance of marketing ( $R^2$ ) of 0.40 or 40%. Other variables that were not included in this study may explain the variable marketing performance by 60%.

Based on the results of measurement and structural equation above then made the overall model (hybrid model) which can be seen in Figure 1.



**Figure 1 (Model Hybrid)**

Results of the analysis of the GoF (Goodness of Fit) can be seen that through the NCP, RMSEA, ECVI, CFI, IFI, CN, GFI, AGFI, and PNFI, then can be said to have a good fit model.

**Table 2**  
**GoF Analysis**

No.	GOF's Measurement	Acceptance Parameter	Measurement Results	Explanation
1.	Chi Square $\lambda^2$	Smaller is better, P-value $\geq 0.05$	CS = 1185.81 PValue = 1.00	Not Good
2.	NCP	Smaller is better	0.0	Good
3.	RMSEA	< 0.05 : Good fit 0.05 – 0.08: Acceptable (Masanable) 0.08 – 0.10 : Marginal fit $\geq 0.10$ : Poor fit	0.0	Good
4.	ECVI	ECVI model closer to ECVI value saturated	Model : 7.98 Saturated : 14.38	Good
5.	AIC	AIC model closer to AIC value saturated	Model : 867.33 Saturated : 2862.00	Marginal
6.	NFI DAN NNFI	$\geq 0.09$ : Good fit 0.80 – 0.9 : Marginal fit	NFI : 0.88 NNFI : 1.29	Marginal Marginal
7.	CFI	0.99 Closer to 1 is better Fit margin is 0.9 → Bentler	1.00	Good
8.	IFI DAN RFI	$\geq 0.09$ : Good fit 0.80 – 0.9 : Maginal fit	IFI : 1.26 RFI : 0.86	Good Marginal
9.	Critical N (CN)	$\geq 200$ : Good fit	383.61	Good
10.	GFI	Between 0 (poor fit) Until 1 (perfect fit) $\geq 0.9$ : Good fit 0.08 – 0.10 : Marginal fit	0.91	Good
11.	AGFI	Between 0 (poor fit) Until 1 (perfect fit) $\geq 0.9$ : Good fit 0.08 – 0.10 : Marginal fit	0.89	Good
12.	PNFI DAN DGFI	The smaller the better models in different substansil if it has a minimum increment 0.06	PNFI = 0.81 PGFI = 0.81 Selisih = 0	Good

The effect between variables can be seen in Table 3. The significance of the influence depends on the value of its t distribution. When the value of t-test is greater than t-table for  $\alpha = 5\%$  by 1.96, then the influence of these variables were hypothesized in this study statistically hypothesis is rejected or accepted alternative hypotheses, and vice versa.

**Tabel 3**  
**t-test**

No.	Exogen Relationship	Endogen Effect	Path Coefficient	Statistic	Hypoteses	Significant	Explanation
1.	Market Orientation	Marketing Capability	0.29	2.12	H <sub>1</sub>	0.036	Accepted
2.	Marketing Orientation	Marketing Performance	0.19	0.94	H <sub>2</sub>	0.349	Rejected
3.	Entrepreneurial Orientation	Marketing Capability	0.50	3.44	H <sub>3</sub>	0.001	Accepted
4.	Entrepreneurial Orientation	Marketing Performance	-0.17	-0.79	H <sub>4</sub>	0.431	Rejected
5.	Marketing Capability	Marketing Performance	0.30	2.03	H <sub>5</sub>	0.000	Accepted

In Table 3 can be conclude that the indicators of market orientation variables provide little direct effect to marketing performance. Variable of market orientation only provide no significant direct effect to marketing performance (0.19). Variable of market orientation and marketing performance are failed to explain the relationship between these variables. But the market orientation variable has direct influence significantly to the marketing capability (0:29). The results also linear with Zaman *et al* (2012, pp 76-87) where found a positive effect on market orientation and marketing capabilities negative effect to marketing performance.

Indicator of entrepreneurial orientation variable does not provide a direct effect on the marketing performance (-0.17). Entrepreneurial orientation and marketing performance has failed to explain the relationship between these variables. But the entrepreneurial orientation directly affect the marketing capabilities (0.50). This result is similar with Suryanita (2006, p 63) whereas found a positive effect on the entrepreneurial orientation to marketing capabilities. Results of this study are not consistent with Suryanita (2006, p 64) that the entrepreneurial orientation positive effect to marketing performance.

From Table 3 we can conclude that the achievement variable marketing capabilities directly affect to marketing performance (0.30). The research result is similar to the results of research Suryanita (2006, p 65) that the marketing capability positive effect on performance marketing.

From these result, can be concluded that the marketing capabilities can become mediating variables for market orientation and entrepreneurial orientation to improve marketing performance culinary restaurants in the Greater Jakarta area. Understanding the restaurant manager about market orientation and entrepreneurial orientation should be realized in the achievement of a good marketing capability. When that happens, the achievement will improve the marketing performance of culinary restaurants in the nearest Jakarta area (Jabodetabek).

The effect indirectly between variables which is the effect of market orientation on marketing performance through marketing capability ( $0.29 \times 0:30 = 0:09$ ) and the effect of entrepreneurial orientation on marketing performance through marketing capabilities ( $0:50 \times 0:30 = 0:15$ ). Meanwhile, value of total effect is 0.09 which a sum of direct and indirect effect of variables, where the effect of market orientation to marketing performance (both directly and indirectly) through the marketing capability. Because direct effect of market orientation to marketing performance has value 0,19, it can be said that statistically has no significant effect. The value indirect effect of market orientation to performance marketing through marketing capabilities is 0.09. The value of direct and indirect effect of entrepreneurial orientation to marketing performance both through the marketing capability is 0.15 and as a direct effect to marketing performance of entrepreneurial orientation is - 0.17 which statistically not significant. Indirect effect of entrepreneurial orientation on performance marketing through marketing capability is 0.15. The influence of entrepreneurial orientation and marketing capabilities to the performance marketing is greater than the influence of market orientation and marketing capabilities to performance marketing. The success of marketing performance depends on the understanding of the restaurant manager who embodied the entrepreneurial orientation to achieve optimal marketing capabilities. Results of the analysis of the direct or indirect effect presented in Table 4.

**Tabel 4**  
**Variables Effects**

No.	Path	To	Intervening Variable	Direct Effect	Indirrect Effect	Total Effect
1	Market Orientation	Marketing Performance	Marketing Capability	-	0.09	0.09
2	Entrepreneurial Orientation	Marketing Performance	Marketing Capability	-	0.15	0.15

This study has several implications for managers of small and medium enterprises, especially restaurants typical of the area. First, the manager of the restaurant who are interested in improving marketing performance should improve marketing capabilities restaurant with preparing marketing programs that meet the needs of the market and entrepreneurship. Restaurant ability to improve competitiveness for consumers can be done in the form of activities offering cuisines, set the price, location determination, run promotions, choosing a reliable employee, speed transactions and provide other facilities. This can be done by taking into account the needs and desires of the market, as well as performed with innovative, bold decision-making, proactive and autonomy; Second, businesses that are interested in improving the performance of restaurant marketing restaurant should encourage more entrepreneurial-oriented than in improving marketing capabilities through increased market orientation. Increased market share, profit growth, the growth of sales volume, customer satisfaction can be done to improve the ability of a restaurant in selling innovative, daring, autonomous and proactive.

#### IV. Conclusion

The knowledge of market orientation for traditional food restaurant manager in the nearest Jakarta area (Jabodetabek) has been unable to give a direct effect to the performance of marketing, but market orientation can have a positive direct effect to marketing capabilities. Level of knowledge of entrepreneurial orientation for traditional food restaurant manager in the nearest Jakarta area (Jabodetabek) has been unable to give a direct effect to the performance of marketing, but the entrepreneurial orientation gives positive effect direct to the marketing capabilities. The knowledge of marketing capability for traditional food restaurant manager in the nearest Jakarta area (Jabodetabek) has a positive direct effect to performance of marketing. The knowledge of market orientation and entrepreneurial orientation for traditional food restaurant manager in the nearest Jakarta area (Jabodetabek) appeared had not an immediate effect to performance marketing achievement but it has an indirect effect to marketing performance through marketing capability achievement. The knowledge of marketing capability is a perfect mediation between two orientations (market and entrepreneurship) to marketing performance achievement. So as to give rise to marketing performance, the restaurant's manager need to develop knowledge of market basis orientation in running marketing practice in the form of a real marketing capabilities. The restaurant's manager needs to develop a better knowledge of entrepreneurial orientation through new ideas, actions take risks, confident and think ahead. Because those knowledge should be directed at the actual practice in marketing capabilities achieving. Restaurant's manager should pay attention to marketing capabilities including good taste of food, method in setting the price of food and beverages, creating an atmosphere of comfort for customers to relax and restaurant facilities to meet the needs of consumers. Marketing performance of Indonesia's traditional food needs to be maintained through the increase of market share growth, profit, sales volume and customer satisfaction. For further research, it is necessary to do research on the effects of entrepreneurial orientation towards market orientation and marketing capabilities that have an impact on the performance of the marketing or the addition of variables that have a relationship with the marketing capabilities and performance of marketing. The model in this study need to be tested for consistency through the application on different object Small and Medium Enterprises (SMEs).

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