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## The Effect of Market and Entrepreneurial Orientation, Product Quality on the Competitive Advantage of Batik MSMEs in Yogyakarta

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### Abstract

This study aims to analyze the Influence of Market Orientation, Entrepreneurial Orientation and Product Quality on the Competitive Advantage of Batik MSMEs in the Special Region of Yogyakarta. The research sample was 45 people in charge or owners of MSMEs determined using purposive sampling techniques. The data analysis tool used was multiple linear regression analysis. The results of this study prove that Market orientation does not have a significant effect on the Competitive Advantage of Batik MSMEs in the Special Region of Yogyakarta. Entrepreneurial Orientation does not have a significant effect on the Competitive Advantage of Batik MSMEs in the Special Region of Yogyakarta. Product Quality has a positive and significant effect on the Competitive Advantage of Batik MSMEs in the Special Region of Yogyakarta. The findings of this study indicate that market orientation is not a determining factor in competitive advantage. Entrepreneurial orientation does not have a significant effect on the competitive advantage of Batik MSMEs in the Special Region of Yogyakarta. The findings of this study indicate that entrepreneurial orientation is not a determining factor in competitive advantage. Product quality has a positive and significant effect on the competitive advantage of Batik MSMEs in the Special Region of Yogyakarta.

### Keywords

Market Orientation, Entrepreneurial Orientation, Product Quality, Competitive Advantage.

## 1. Introduction

Batik is an Indonesian cultural heritage that has become a symbol of the nation's cultural identity and has great appeal, both domestically and in the international market (Anggraeni & Atmini, 2021). This has encouraged the increasing number of batiks MSMEs in Indonesia, where in 2022 it will reach 3,159 business units of the Center for Crafts and Batik, Ministry of Industry, 2022. One of the regions in Indonesia known as a batik center is the Special Region of Yogyakarta. The number of batiks MSMEs in Yogyakarta province in 2023 was 1,687 business units. The large number of business actors engaged in the batik business has had an impact on the high level of competition. This encourages business actors to be able to develop strategies to excel in competition so that they can maintain the sustainability of their business. One strategy that needs to be considered is the competitive advantage strategy. One of the factors that influences competitive advantage is market orientation (Sulistyawati, 2018). Market orientation is a company's method for creating superior performance and the behavior needed to improve company performance (Udriyah et al., 2019). The concept of market orientation that places customers as the main focus in all company activities. (Handoyo, 2015). Market orientation can be a determining factor for competitive advantage because market orientation must emphasize the importance of analyzing the needs and desires of the target market more efficiently and effectively than its competitors in an effort to achieve competitive advantage (Ishaq, 2020). The results of previous studies have proven that market orientation has a positive and significant effect on competitive advantage, meaning that the stronger the market orientation, the more impact it will have on a company's competitive advantage (Alwi & Handayani, 2018). Different research results state that market orientation does not have a significant effect on competitive advantage (Anggai, 2021).

Another factor that can influence competitive advantage is entrepreneurial orientation (Musa et al., 2022). Entrepreneurial orientation involves everything a company does to identify, pursue, and implement new opportunities in the market. Research results show that entrepreneurial orientation has a positive and significant effect on competitive advantage (Hajar & Sukaatmadja, 2016). Entrepreneurial orientation includes the courage to take risks, responsiveness to customer desires, adaptability to change, and the ability to recognize and utilize innovative opportunities, positively. Different research results state that entrepreneurial orientation does not have a significant effect on competitive advantage (Djodjobo, 2014). Competitive advantage can also be influenced by product quality (Laura & Siringo Ringo, 2017). Product quality is one of the main tools for market positioning and seller satisfaction (Syahchari et al., 2020). Product quality shows how customers view the overall quality and superiority of a product or service, compared to the desired goals, in relation to the available options (Fathiyah & Nuvriasari, 2024). The results of the study stated that product quality has a positive and significant effect on competitive advantage, meaning that the better the quality of a product, the company's competitive advantage will increase (Setiawan, 2020). This is different from the results of the study by Ababil et al. (2019) which stated that product quality does not have a significant effect on competitive advantage.

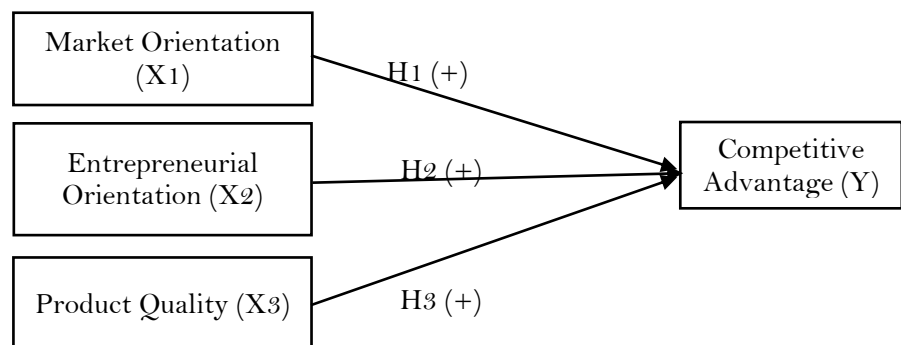
## 2. Literature Review

Business actors who carry out business activities with a market orientation will feel a positive impact on increasing competitive advantage. Market orientation reflects the company's focus on customer needs and desires, understanding competitors' steps, and effective coordination between functions within the organization. By placing customers as the center of attention, companies can develop

products or services that are more in line with market expectations. In addition, by continuously monitoring competitor movements and coordinating various internal functions, companies can respond to market changes more quickly and precisely, which ultimately increases their competitiveness. Utami & Wilopo (2018) show that market orientation has a positive and significant effect on competitive advantage. These two studies strengthen the argument that companies that focus on market orientation tend to be superior in competition compared to those that do not. Factors such as customer orientation, competitor orientation, and coordination between functions have been shown to be key drivers in creating sustainable competitive advantage (Oktavinus et al., 2019). This study emphasizes the importance of market orientation as a primary strategy in achieving and maintaining competitive advantage amidst the dynamics of an ever-evolving market.

Entrepreneurial orientation in the business world is generally demonstrated through three main aspects: innovation, risk-taking, and proactivity. Business actors who have a strong entrepreneurial orientation tend to be more creative in creating new products or services, dare to take calculated risks, and are proactive in responding to market opportunities. These three elements play an important role in encouraging companies to continue to grow and compete effectively in the market. With innovation, companies can offer something unique, with risk-taking they can be more daring to try new things, and with proactivity, they are always one step ahead in taking advantage of existing opportunities (Merakati et al., 2017). Companies that are less entrepreneurially oriented can have a negative impact on their level of competitive advantage. Without innovation, healthy risk-taking, and a proactive attitude, companies tend to stagnate and have difficulty adapting to market changes. Handini (2023), shows that a strong entrepreneurial orientation is closely related to increasing competitive advantage. The results of this study confirm that entrepreneurial orientation is not just a choice, but a key factor that determines a company's ability to survive and excel in the midst of increasingly fierce competition.

High product quality is a key factor that can strengthen competitive advantage, especially for Micro, Small, and Medium Enterprises. Product quality not only includes physical aspects, but also includes aesthetics or design, comfort (conformance), specific features, perceived quality, and product performance in meeting consumer needs. Retaining customers, which ultimately increases competitiveness in the market. Rajasa et al. (2023) showed that product quality has a positive and significant influence on competitive advantage. The results of this study confirm that the better the quality of the products offered by MSMEs, the greater their chances of competing effectively (Nurussakinah et al., 2020). Factors such as perceived quality and product suitability to customer needs are important aspects that can determine the success of MSMEs in facing fierce competition. Therefore, focusing on improving product quality is a crucial strategy for MSMEs to achieve and maintain competitive advantage.



**Figure 1.** Research framework

**H1:** Market orientation has a positive and significant effect on the competitive advantage of Batik MSMEs in Yogyakarta.

**H2:** Entrepreneurial orientation has a positive and significant effect on the competitive advantage of Batik MSMEs in Yogyakarta.

**H3:** Product quality has a positive and significant effect on the competitive advantage of Batik MSMEs in Yogyakarta.

### 3. Method

This research method uses a qualitative research method. Sampling in this study used a purposive sampling technique with the following sample criteria: Batik MSMEs is located in the province of the Special Region of Yogyakarta and has been actively operating for at least the last 3 years. This study uses multivariate analysis, namely multiple linear regression, so that the number of sample members is at least 10 times the variables studied so that the sample size is 40 respondents. The data collection instrument uses a questionnaire and the researcher's variable measurement scale uses a 5-level Likert scale. Market orientation indicators adopt research from Nuvriasari & Sari (2023), Creating customer satisfaction, fulfilling customer needs, Providing accompanying services. Responding to competitors' actions, studying competitors' strengths and weaknesses, Coordination between functions for quality products/services, and Sharing market information. Entrepreneurial orientation indicators adopt research from Handini (2023), Innovativeness, Risk Tasking, and Proactiveness. Product quality indicators adopt research from Fatiyah & Nuvriasari (2024), namely: aesthetics or design, conformance (comfort), features (specific characteristics), perception of quality, and performance in accordance with needs.

### 4. Result

The results of the validity test on various research variables show that all statement items measured have good validity. In the market orientation variable, seven statements tested (X1.1 to X1.7) show a calculated  $r$  value that is much higher than the  $r$  table of 0.294, with a significance value of 0.000. This indicates that all statement items in the market orientation variable are declared valid. Likewise, in the entrepreneurial orientation variable, seven statements (X2.1 to X2.7) also show high validity with a significant calculated  $r$  value above the  $r$  table, indicating that all items in this variable are also valid. In addition, in the product quality and competitive advantage variables, the results of the validity test also show consistent results. Five statements in the product quality variable (X3.1 to X3.5) and seven statements in the competitive advantage variable (Y.1 to Y.7) all show a calculated  $r$  value that is significantly higher than the  $r$  table. With the same significance value of 0.000, all items in these two variables are also declared valid. Overall, these results indicate that the research instrument used to measure market orientation, entrepreneurial orientation, product quality, and competitive advantage has strong validity and can be relied on for further analysis. It can be seen that overall, the items in the variable questionnaire used in this study have a calculated  $r$  value greater than the  $r$  table of 0.294 and a significance value ( $p$ )  $< 0.05$ . It can be concluded that all questionnaire items are declared valid and suitable for use.

**Table 1.** Validity Test Results

<b>Statement</b>	<b>r count</b>	<b>r table</b>	<b>Significance (p)</b>	<b>Information</b>
<b>Market Orientation</b>				
X1.1	0.802	0.294	0.000	Valid
X1.2	0.666	0.294	0.000	Valid
X1.3	0.700	0.294	0.000	Valid
X1.4	0.683	0.294	0.000	Valid
X1.5	0.654	0.294	0.000	Valid
X1.6	0.660	0.294	0.000	Valid
X1.7	0.656	0.294	0.000	Valid
<b>Entrepreneurship Orientation</b>				
X2.1	0.847	0.294	0.000	Valid
X2.2	0.939	0.294	0.000	Valid
X2.3	0.835	0.294	0.000	Valid
X2.4	0.607	0.294	0.000	Valid
X2.5	0.719	0.294	0.000	Valid
X2.6	0.691	0.294	0.000	Valid
X2.7	0.828	0.294	0.000	Valid
<b>Product quality</b>				
X3.1	0.932	0.294	0.000	Valid
X3.2	0.928	0.294	0.000	Valid
X3.3	0.913	0.294	0.000	Valid
X3.4	0.910	0.294	0.000	Valid
X3.5	0.884	0.294	0.000	Valid
<b>Competitive Advantage</b>				
Y.1	0.623	0.294	0.000	Valid
Y.2	0.690	0.294	0.000	Valid
Y.3	0.715	0.294	0.000	Valid
Y.4	0.649	0.294	0.000	Valid
Y.5	0.632	0.294	0.000	Valid
Y.6	0.704	0.294	0.000	Valid
Y.7	0.593	0.294	0.000	Valid

The results of the reliability test on various research variables show that all variables tested have a high level of reliability. The market orientation variable has a Cronbach Alpha value of 0.808, which is far above the critical value of 0.60, so it is declared reliable. Likewise, the entrepreneurial orientation variable shows a Cronbach Alpha value of 0.886, which also shows a strong level of reliability. These results indicate that the instruments used to measure the two variables are consistent and reliable for measuring the intended concept. In addition, the product quality and competitive advantage variables also show very good reliability results. The product quality variable has the highest Cronbach Alpha value of 0.950, which indicates that the items in this variable have very strong internal consistency. The competitive advantage variable is also declared reliable with a Cronbach Alpha value of 0.776. Overall, the results of this reliability test confirm that the research instruments used to measure market orientation, entrepreneurial orientation, product quality, and competitive advantage have an adequate level of reliability. Table 2. It can be concluded that all variables used in this study obtained a Cronbach alpha value greater than 0.60. Thus, it can be said that all questionnaire instruments are reliable and therefore suitable for use.

**Table 2.** Reliability Test Results

<b>Variables</b>	<b>Cronbach Alpha</b>	<b>Information</b>
Market Orientation	0.808	Reliable
Entrepreneurial Orientation	0.886	Reliable
Product Quality	0.950	Reliable
Competitive Advantage	0.776	Reliable

Descriptive statistical testing on a sample of 45 data shows that the average value (mean) of the data is 0.0000000 with a standard deviation of 2.18181406. This average value approaching zero indicates that the data tends to be evenly distributed around its center point. The standard deviation of 2.18181406 indicates the level of data spread, which provides an idea of how far the individual values of the data deviate from the average. Normal distribution testing shows that the absolute Most Extreme Differences value is 0.130, with positive and negative values of 0.130 and -0.097, respectively. The test statistic of 0.130 and the asymptotic significance value (Asymp. Sig. 2-tailed) of 0.055 indicate that the data distribution almost meets the assumption of normality. Although the significance value is slightly above the general limit of 0.05, this result is still acceptable as an indication that the data does not deviate too far from the normal distribution, so that further analysis can be carried out with the assumption of adequate normality. The results of the normality test using the one-sample Kolmogorov-Smirnov test show that the value of the Asymp. Sig. (2-tailed) is obtained at 0.055, which means more than 0.05 so that the data in this study are normally distributed.

**Table 3.** Normality Test Results

<b>N</b>	<b>45</b>	
Normal Parameters	Mean	0.0000000
	Std. Deviation	2.18181406
Most Extreme Differences	Absolute	0.130
	Positive	0.130
	Negative	-0.097
Test Statistic	0.130	
Asymp. Sig. (2-tailed)	0.055c	

The results of the multicollinearity test indicate that there are no significant multicollinearity problems among the independent variables in the research model. This can be seen from the Tolerance value which is above 0.1 and the Variance Inflation Factor (VIF) value which is below 10 for all variables. Entrepreneurial orientation has a Tolerance value of 0.498 and a VIF of 2.006; while product quality has a Tolerance value of 0.629 and a VIF of 1.590. These values indicate that each variable does not have a high linear relationship with other independent variables, so that the regression model used is not disturbed by multicollinearity and the results of the regression analysis can be interpreted properly. All independent variables obtained VIF results of no more than 10 and tolerance values greater than 0.10. Thus, it can be concluded that there is no correlation between the independent variables, which means that there is no multicollinearity in this study.

**Table 4.** Multicollinearity Test Results

<b>Model</b>	<b>Tolerance</b>	<b>VIF</b>
Market Orientation	0.502	1.993
Entrepreneurial Orientation	0.498	2.006
Product Quality	0.629	1.590

The heteroscedasticity test shows that there is no significant heteroscedasticity problem in the regression model used. This can be seen from the significance value (Sig.) for each independent variable, all of which are above 0.05. In detail, market orientation has an unstandardized coefficient (Unstandardized Coefficient B) of 0.002 with a significance value of 0.983, which indicates that market orientation does not have a significant effect on the residual variable, so it does not trigger a heteroscedasticity problem. Likewise, the entrepreneurial orientation and product quality variables also show insignificant results on heteroscedasticity, with significance values of 0.266 and 0.729, respectively. The B coefficient for entrepreneurial orientation is -0.072 and for product quality is -0.028, both of which are insignificant. Thus, this regression model meets the assumption of homoscedasticity, which means that the error or residual variance is constant across observations, so that the model used can be considered strong enough and valid for further analysis. In the heteroscedasticity test using the Glejser test based on the output above with a significance value (Sig.) for the market orientation variable (X1) of 0.983, entrepreneurial orientation (X2) of 0.266, and product quality of 0.729. Because the significance value for the three variables above is greater than 0.05, it is concluded that there is no symptom of heteroscedasticity in the regression model.

**Table 5.** Heteroscedasticity Test Results

<b>Model</b>	<b>Unst. Coef. B</b>	<b>Std. Error</b>	<b>Std. Coef. Beta</b>	<b>t</b>	<b>Sig.</b>
(Constant)	4.160	1.528		2.723	0.009
Market Orientation	0.002	0.072	0.005	0.022	0.983
Entrepreneurial Orientation	-.072	0.064	-0.240	-1.129	0.266
Product Quality	-.028	0.079	-0.066	-.349	0.729

Multiple linear regression equation  $Y = 4.242 - 0.255X_1 + 0.202X_2 + 0.474X_3 + e$ . The results of the multiple linear regression equation show that: (1). The direction of the influence of the market orientation variable (X1) on competitive advantage is not unidirectional or negative, (2). The direction of the influence of the entrepreneurial orientation variable (X2) on competitive advantage is unidirectional or positive and (3). The direction of the influence of the product quality variable (X3) on competitive advantage is unidirectional or positive. Hypothesis Testing 1 (The Influence of Market Orientation on Competitive Advantage). Based on the test results, the calculated t value is 1.935 and t is 2.019 or calculated  $t < t$  table. The significance value (p) is 0.060 or  $p > 0.05$ . These results indicate that H01 is accepted and Ha1 is rejected, meaning that market orientation does not have a significant effect on the competitive advantage of Batik MSMEs in the Special Region of Yogyakarta. Hypothesis Testing 2 (The Effect of Entrepreneurial Orientation on Competitive Advantage). Based on the test results, the calculated t value is 1.529 and the table t value is 2.019 or calculated  $t < t$  table. The significance value (p) is 0.134 or  $p > 0.05$ . These results indicate that H01 is accepted and Ha2 is rejected, meaning that entrepreneurial orientation does not have a significant effect on the competitive advantage of Batik MSMEs in the Special Region of Yogyakarta. Hypothesis Testing 3 (The Effect of Product Quality on Competitive Advantage) Based on the test results, the calculated t value is 4.022 and the table t value is 2.019 or calculated  $t > t$  table. The significance value (p) is 0.000 or  $p < 0.05$ . These results indicate that H01 is rejected and Ha3 is accepted, meaning that product quality has a positive and significant effect on the competitive advantage of Batik MSMEs in the Special Region of Yogyakarta.

**Table 6.** Multiple Linear Regression Analysis Test Results (t)

Model	Unst. Coef. B	Std. Error	Std. Coef. Beta	t	Sig.
Constant	4.242	2.498		1.698	0.097
Market Orientation	0.228	0.118	0.255	1.935	0.060
Entrepreneurial Orientation	0.159	0.104	0.202	1.529	0.134
Product Quality	0.523	0.130	0.474	4.022	0.000

The results of the determination coefficient analysis can be shown that the adjusted R square value is 0.616. These results explain that the contribution of the influence of market orientation variables, entrepreneurial orientation, and product quality on the competitive advantage variable is 61.6% and the rest is influenced by other variables not involved in this study.

**Table 7.** Results of Coefficient Analysis Test (R<sup>2</sup>)

R	R Square	Adj R Square	Std. Error of the Estimate
0.801	0.642	0.616	2.260

Based on the results of the hypothesis test 1 The Effect of Market Orientation on Competitive Advantage, it is proven that market orientation does not have a significant effect on the competitive advantage of batik MSMEs in the Special Region of Yogyakarta (Rokhman et al., 2023). This statement proves that market orientation is not a variable that affects the competitive advantage of Batik MSMEs in the Special Region of Yogyakarta. This finding explains that MSMEs that implement market orientation effectively or ineffectively in their business will not have an impact on competitive advantage. This may be because the MSMEs that are the research samples are in the micro-business scale category which prioritizes sales orientation over market orientation. Batik MSMEs focus more on increasing sales and have not considered long-term relationships and consumers. The results of this study support the results of previous research conducted by Anggai (2021), which showed that market orientation does not have a significant effect on competitive advantage. Based on the results of the hypothesis test 2 The Effect of Entrepreneurial Orientation on Competitive Advantage, it is proven that entrepreneurial orientation does not have a significant effect on the competitive advantage of batik MSMEs in the Special Region of Yogyakarta. This statement proves that entrepreneurial orientation is not a variable that influences the competitive advantage of Batik MSMEs in the Special Region of Yogyakarta (Rompis et al., 2022). This finding explains that MSMEs that implement entrepreneurial orientation effectively or ineffectively in their business will not have an impact on competitive advantage. This may be because MSMEs in carrying out their business activities are more guided by previous experiences or based on routines so that focusing on innovation, proactive attitudes and risk taking are not the main priorities considered in running a business. The results of this study support the results of previous research conducted by Djodjoho (2014), which showed that entrepreneurial orientation did not have a significant effect on competitive advantage.

The results of the hypothesis test 3 on the influence of product quality on competitive advantage show that product quality has a positive and significant effect on the competitive advantage of Batik MSMEs in the Special Region of Yogyakarta. This means that product quality is a variable that influences the competitive advantage of Batik MSMEs in the Special Region of Yogyakarta. This explains that the better the product quality, the more it will increase competitive advantage, conversely, if the product quality is considered poor, it will decrease the level of competitive advantage. The results of this study support the results of previous

studies conducted by Setiawan (2020), Nuvriasari et al. (2024), which showed that product quality has a significant effect on competitive advantage.

## 5. Conclusion

The results of this study were conducted to analyze the factors that influence competitive advantage, so that it can be concluded as Market orientation does not have a significant effect on the competitive advantage of Batik MSMEs in the Special Region of Yogyakarta. The findings of this study indicate that market orientation is not a determining factor of competitive advantage. Entrepreneurial orientation does not have a significant effect on the competitive advantage of Batik MSMEs in the Special Region of Yogyakarta. The findings of this study indicate that entrepreneurial orientation is not a determining factor of competitive advantage. Product quality has a positive and significant effect on the competitive advantage of Batik MSMEs in the Special Region of Yogyakarta. The findings of this study indicate that the high and low quality of the product will have an impact on the level of being a determining factor of competitive advantage.

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