

## **Innovation, market orientation and entrepreneurial competence towards competitive advantage and marketing performance of micro, small and medium enterprises (MSMES) on seaweed processing**

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*Received : 25-01-2017; Revised : 17-02-2017 ; Accepted : 21-04-2017*

### **ABSTRACT**

*This research aims to test and analyze the influence of innovation, market orientation, entrepreneurial competencies and entrepreneurial orientation toward competitive advantage and marketing performance on Micro Small and Medium Enterprises (MSMEs) on seaweed processing in South Sulawesi. The unit of analysis is the whole owner and manager of small and medium enterprises on seaweed processing in South Sulawesi. The selection of owner and Manager as the unit of analysis was justified because they (owner/ manager) are the main resources that belong to small and medium enterprises. In addition, the owner and the manager is an individual that is able to explain variable-variables analyzed.. This Research use Census Methode. A total sample for researches are 158 respondents. Data analysis techniques used in explaining the phenomenon in this research are descriptive statistics analysis techniques and analysis of Structural Equation Modeling (SEM) with AMOS 24 computer program statistic. The researches result to found that the innovation have positive and insignifican toward marketing performance. The indicator of product innovation, procces innovation and managerial innovation in reality which to be less in applied by MSMEs parties on seaweed processing to increased the marketing performance. The market orientation have positive and insignificant toward marketing performance. The indicators of customer, competitor and information of market orientation in reality which to be less in actualize by MSMEs parties on seaweed processing to increased the marketing performance. The entrepreneurial competence have positive and insignificant toward marketing performance. The indicators of concept built, useful of opportunity, relationship, learning and personal ability in reality which to be less in actualize by MSMEs parties on seaweed processing to increased the marketing performance.*

**Keywords:** Competitive advantage, entrepreneurial competence, inovation, market orientation, marketing performance

The wealth of the sea of Indonesia has not fully utilized on the right way and this impact the national economy. With an area of the waters of the 6,315,222 km<sup>2</sup> with 99,093 kilometre of coastline and 13,466 Island, it is ensured that Indonesian has very rich resources of and is a mojour producer of seaweed in the world. Seaweed is one of the country's foreign exchange resources and source of income for coastal communities. There are 500 high-value products that can be produced from seaweed. But, Indonesia more likely to sell the unprocessed seaweed. Only sell dry seaweed whose value is very low compared to when they have been processed. This make seaweed could potentially become the mainstay commodity of Indonesia. When processed properly, the potential of seaweed can reach hundreds of trillion rupiah. Seaweed is one of high class products which the consumers come from all over the world. In addition not only can be use as food ingredients, drink and drugs, some processed seaweed such as gelatin, alginate and karaginan are important compound in the industry.

Micro Small and Medium Enterprises (MSEMs) have an important role as the backbone of the economy in almost all countries. In Indonesia, Micro Small and Medium Enterprises contributed significantly to Gross Domestic Product (GDP), as much as 60 per cent with

the amount of absorption of labor reaches 97per cent of the total work force (BPS, 2015).

South Sulawesi province was recorded as the largest producer of seaweed in Indonesia with a potential 250 thousand hectares of land on the seafront and 98 thousand hectares of cultivated acreage. That area of South Sulawesi, produce about 25 thousand tons per year. South Sulawesi is the 3rd largest producer of seaweed-two in the world after Chile which is capable of producing about 50 thousand tons per year.

Marketing Performance is a measure of the achievement of the overall marketing process activities of a company or organization. In addition, the performance of marketing can also be seen as a concept that is used to measure the extent to which market accomplishments that have been achieved by a company's products. Marketing performance is a factor that is often used to measure the impact of the strategy that is applied to the company. The company's strategy has always been geared to produce performance marketing (such as sales volume and sales growth rate) is good and also good financial performance. High performance marketing is expressed in three main quantity value, namely the value of sales, sales growth, and a portion of the market (Ferdinand, 2000).

The Innovations that are mirrored through product innovation, service innovation and technical innovation a positive and significant effect on performance is represented through the small and medium enterprises profit, sales growth and market share (Darroch, 2005).

Market orientation is very effective in gaining and maintaining competitive advantage, starting with planning and coordination with all parts that are in the Organization to satisfy the needs and desires of consumers.

Inconsistency of findings in analyzing the influence of market orientation towards a competitive advantage shown in the studies conducted Menguc *et al.* (2007) provide new evidence, that a significant market orientation towards a competitive advantage on differentiate dimensions of innovation and differential of the market, but not significantly to low-cost strategy.

Lumpkin and Dess (1996) emphasized the importance of entrepreneurial orientation factor consisting of innovative, risk-taking attitude and be able to compete has significant effects on the micro, small and medium enterprises (MSMEs) performance. The results of this study indicate that the nature of the entrepreneurial personality is closely related to the improvement of business performance, that individuals who have personality traits such as contained in the dimension of the entrepreneurial orientation then the individual in carrying out strategic decisions will run the organization with better.

Entrepreneurial competency is a representation of the managerial ability to explain the relationship between the attributes and behavior of the owner/manager of business success (Bird, 1995; Man *et al.*, 2002). Ahmad *et al.* (2010) defines competence as the entrepreneurial characteristics to individuals who include attitude and behaviours (attitudes) (behavior), which became the trigger for the entrepreneurs could get and sustain success/business performance, business performance is determined from the relationship between the attributes of the behavior through the ability of owners/managers behave in the conduct of its business and entrepreneurial behavior is a representation of aspects to implement strategy in entrepreneurship.

The most important thing in achieving the success of the strategy that is applied is to identify the real company asset, in this case it is the tangible and intangible resources that make the organization unique (Porter, 1993). There are two footing in achieving competitive advantage, namely, the primacy of the resources and the primacy of the position, that the competitive advantage of companies affected by the performance of the (Day and Wensley, 1988). RBV stated as a strategy approach with two different views,

that is, a tendency that leads to the view that a capability is a core position of competition but still influenced by market forces (Barney, 1991). RBV indirectly recommend to companies (small and medium enterprises) to focus on the utilization of the resources more efficiently.

Based on the results of a review of empirical research, then this was done to test and explain the influence of market orientation, innovation, entrepreneurial competence, entrepreneurial orientation towards competitive advantage and performance marketing small and medium enterprises processing grass in South Sulawesi province.

### ***Entrepreneurship***

The term entrepreneurship comes from the translation of the entrepreneurship means an ability in creative thinking and behaving innovative resource basis, propulsion, goals, strategy, tips and processes in the face of life's challenges (Alma, 2000). View other explains that entrepreneurship is the ability of creative and innovative basis, tips, and resources for finding opportunities to success (Suryana, 2003:12).

### ***The theory of the resource-based view of the firm (RBV theory)***

Various views in the outlines and classify resources that exist in the company. Company resources can include: entire assets, capabilities, processes, organization, information, company attributes, knowledge, and other controlled companies and allowing companies to formulate and implement strategies that will increase efficiency and effectiveness.

RBV theory is usually stated as a strategy approach with two different views, that is, a tendency that leads to the view that a capability is a core position of competition but still influenced by market forces (Barney, 1991:100). RBV indirectly advise the company to focus on the utilization of the resources more efficiently

### ***The concept of innovation***

According to Khasali Rheinald (2010) said that innovation is the ability to see things in a new way and sometimes outside of the habit (out of the box thinking). While Anshori (2010) argues that innovation is the summation over the question of why and how. If poured in the formula become "Innovation = why (Why) + How (How)" or  $I = W + H$ , where I = innovation; W = why (Why); and H = how (How).

Innovation is a process to convert an opportunity into a marketable idea. An idea of pure play an important

role, and the creative mind expanding it into a valuable idea. Nonetheless, there are significant differences between an idea arising solely from speculation and ideas that are the result of thought, research, experience, and an enhanced work. More important things, a prospective entrepreneur must have the courage to give an idea through the stages of development. Thus innovation is a combination of a vision to create a good idea and steadfastness as well as the dedication to maintain the concept through implementation.

### ***Market orientation***

The orientation of the market is something that is important to small and medium enterprises in line with the increasing global competition and changes in customer requirements where the small and medium enterprises realize that their efforts should always be close to the market. Market orientation is a business culture where organizations have committed to continue to be creative in creating superior value for customers.

Studies conducted Akimova (2000:1129) proved that the market orientation has a positive and significant influence towards a competitive advantage. Companies that implement a market orientation has advantages in terms of customer knowledge and the excess can be used as the source for creating a product that is in accordance with the wishes and needs of customers.

Ferdinand (2000:11) looked at that marketing and market orientation as one center of attention marketing management to articulate strategies that are developed. Slater and Olson (2001:1056) stated that a market-oriented company is a company that understands the needs of the customer, very well the needs revealed or not revealed (expressed and unnerpressed need) is referred to as the market orientation of second generation (second generation of market orientation) to meet the needs of market orientation, the second generation is also looking for potential customers.

### ***Entrepreneurial competence***

Entrepreneurship competence is an important factor in advancing the effort. The dominant contributor factor on the success of the effort include: personality traits (49%), the ability of dealing with customers (17%), the ability to understand the business environment (15%), orientation to the future and flexibility (11%), personal awareness (4%) and other factors (4%) Dewi Riyanti, (2003:52); in Hasan, (2015:42). The success or failure of the effort will be influenced by the skill and the ability (competence) of the owner/ manager. Understand the role of entrepreneur gives a better insight about what competencies needed by entrepreneurs to ensure business viability and the success of the effort.

### ***Competitive advantage***

Basically, every company competing in an industry environment has a desire to be more superior than its competitors. Generally the company implement's a strategy to compete this explicitly through activities of various functional departments of the company. The basic idea of a creation of competitive strategy of the development of the general formula about how a business will be developed, whether in fact, that became the goal and policy of what will be needed to achieve that goal.

Understanding competitive advantage (competitive advantage) itself has two different meanings but are related. The first sense emphasizes excellence or superior in terms of resources and expertise of the firm. Companies that have competence in the field of manufacturing, marketing, and innovation can make it as sources to achieve competitive advantage. Through these three fields of competence, the company can develop a strategy so that it can produce a product that is sold in the market. While the second sense emphasizes excellence in achievement during this performance.

The term competitive advantage according to the Day and Wensley (1988:5) has at least two different but related meanings, that a competitive advantage can be defined on a focus on excellence (superiority) in a skill or resource (resource), while the second meaning is about the competitive advantage of performance results.

### ***Marketing performance***

Performance marketing is an invalid constructs (factors) are commonly used to measure the impact of a company's strategy. The company's strategy has always been directed to produce a good performance, performance marketing as well as financial performance. Performance marketing is a concept for measuring the achievement of a market a product Ferdinand (2000:23).

Barney (1991:103) says that the company can have a competitive performance if: (1) they know how to expand, interpret and exploiting knowledge internally; (2) if they know how to protect knowledge of competitors ' imitation; (3) if they know how to share (share/transfer) and receive knowledge from its business partners (partners). So it can be concluded that the main role of the company/organization is managing the assets of the knowledge to be able to improve its performance.

Performance refers to the level of achievement or achievements of the company in a given period. The company's performance was crucial in the development of the company. The purpose of the company to still exist, gain, growth and can be achieved when the company has a good performance. Performance of the company can be seen from the level of sales, profitability, rate of return of capital, the rate of turnover and the market share achieved Jauch and Glueck (1998).

**MATERIALS AND METHODS**

The source of the data in this study consists of primary and secondary data. Primary data, namely data obtained from the results of observation, dissemination of the questionnaire and interviews. Secondary data, namely data obtained from data of Micro Small and Medium Enterprises (MSMEs) on seaweed processing in South Sulawesi. The unit of analysis was the whole owner and manager of small and medium enterprises on seaweed processing in South Sulawesi. The selection of owner and manager as the unit of analysis was justified because they (owner or manager) were the main resources that belong to small and medium enterprises. In addition, the owner and the manager was an individual that they were able to explain variable or variables considered for analysis. This research used census method. A total sample for researches was 158 respondents. Data analysis techniques used in explaining the phenomenon in this research is descriptive statistics analysis techniques and analysis of Structural Equation Modeling (SEM). The calculation in the descriptive statistical analysis was performed with the help of a computer using the AMOS 24.0 program and SPSS version 17.0.

**RESULTS AND DISCUSSION**

The result of model test showed on picture 6 above was evaluated based on *goodness of fit indices* on table below which presented with model criteria and critical value that have suitability with the data.

Model evaluation showed that from eight proposed criteria, there are six which meet the criteria. Thus, the model above indicates a good acceptance rate and to be concluded that the model is acceptable, and model as a whole is considered in accordance with facts and may have a further analysis. In this research using path coefficient were statistically tested from empirical model at 5 per cent probability level.

**Table 1: Criteria evaluation goodness of fit indices overall model**

Goodness of fit index	Cut-off Value	Model Result*	Remark
$\chi^2$ -Chisquare	Expected to be small	207.005 <(0,05:128= 155.405)	Poor
Probability	$\geq 0.05$	0.000	Poor
CMIN/DF	$\leq 2.00$	1,617	Good
RMSEA	$\leq 0.08$	0.040	Good
GFI	$\geq 0.90$	0.948	Good
AGFI	$\geq 0.90$	0.915	Good
TLI	$\geq 0.95$	0.953	Good
CFI	$\geq 0.95$	0.969	Good

Source : Hair (2006), Arbuckle (1997)

From six direct path makes hypothesised, three are theme paths which are significant and insignificant path and among three indirect paths were all significant. As for the interpretation of the table above can be explained as follows:

- i. Innovation has a positive influence significantly to competitive advantage with P value = 0.007 < 0.05 with coefficient value 0.494, this coefficient suggests that the better the innovation that is done then the competitive advantage has increased as well.
- ii. Market orientation has a positive significant influence Orientation toward competitive advantage with P value = 0.040 < 0.05 with coefficients value 0.285, this coefficient indicates that the application of market orientation increase the competitive advantage of the product.
- iii. Entrepreneurial Competence has a positive significant influence toward competitive advantage with P value = 0.045 < 0.05 with coefficient 0.226. Tthis coefficient suggests that the better the competence of entrepreneurship an entrepreneur it will further improve the competitive advantage.
- iv. Innovation has insignificant Positive influence toward market performance with P value = 0.107 > 0.05 with coefficient value of 0.318. It means that innovations implemented still cannot improve the marketing performance directly. It shows that the high innovations can trigger the improvement of competitive advantage so it impacts the improvement of marketing performance.
- v. Market Orientation has positive insignificant influence on performance marketing with P = 0.5241 > 0.05 with coefficient value of 0.190, this coefficient indicates that the application of market orientation does not give influence on the marketing performance. This indicates that the application of market orientation encouraged the increasing competitive advantage so as to have an impact on the growing marketing performance.
- vi. Entrepreneurship competence have a positive insignificant influence on marketing performance with P = 0.455 > 0.05 with coefficient value of 0.105 coefficient. This coefficient shows that the entrepreneurial owned by a businessman cannot improve the marketing performance yet. This shows that the entrepreneurial competence that owned by a businessman pushing an increasing of competitive advantage so as to have an impact on the growing of marketing performance.
- vii. Innovation indirectly through competitive advantage had a significant influence on marketing performance with coefficient value of 0.169, this coefficient suggests that the better application of innovation through competitive advantage then marketing performance will be increased.

**Table 2: The test results showing direct and indirect effect**

HIP	Independent variables	Dependent variables	Direct effect			
			Coefficient	CR	P-value	Description
H <sub>1</sub>	Innovation	Competitive Advantage	0.494	2.714	0.007	(+) Significant
H <sub>2</sub>	Market Orientation	Competitive Advantage	0.285	2.097	0.040	(+) Significant
H <sub>3</sub>	Entrepreneurial Competence	Competitive Advantage	0.266	2.005	0.045	(+) Significant
H <sub>4</sub>	Innovation	Performance Marketing	0.318	1.613	0.107	(+) Not significant
H <sub>5</sub>	Market Orientation	Performance Marketing	0.190	0.637	0.524	(+) Not Significant
H <sub>6</sub>	Entrepreneurial Competence	Performance Marketing	0.105	0.746	0.455	(+) Not Significant
Indirect Effect						
	Independent variables	Variables intervening	Dependent variables	Coefficient	P-Value	Description
H <sub>7</sub>	Innovation	Competitive Advantage	Marketing Performance	0.169	0.007 & 0.000	(+) Significant
H <sub>8</sub>	Market Orientation	Competitive Advantage	Marketing Performance	0.098	0.040 & 0.000	(+) Significant
H <sub>9</sub>	Entrepreneurial Competence	Competitive Advantage	Marketing Performance	0.091	0.045 & 0.000	(+) Significant

viii. Market orientation indirectly through competitive advantage had a significant influence on performance marketing with coefficient value of 0.098, this coefficient suggests that the better market orientation through competitive advantage then marketing performance will be increased.

ix. Entrepreneurial Competence indirectly through competitive advantage had a significant influence on performance marketing with coefficient value of 0.077, this coefficient suggests that the better the entrepreneurial competence through competitive advantage then the performance marketing will be increased.

#### ***The influence of innovation towards competitive advantage on the Micro Small and Medium Enterprises on Seaweed Processing***

Based on the results of the Research proved that the variable directly influential innovation positively and significantly to competitive advantage. This indicates that the micro small and medium enterprises has implemented a seaweed-processing activities of innovation in creating a variety of ideas, product packaging and how the new process either through product innovation, process innovation and managerial innovation in the face of competition, so that the small and medium enterprises sought to continue to develop innovation in realizing the competitive advantage of companies engaged in the same business.

#### ***The influence of market orientation towards a competitive advantage on the small and medium enterprises on seaweed processing***

Based on the results of the Research proved that market orientation has directly positive Influence and significant Influence competitive advantage on Micro Small and Medium Enterprises on seaweed processing . Market orientation is an important effort in growing market sensitivity or passion in developing a wide range of interests related to customers, the competition and institutional market in the face of challenges and a standing rivalry requires each offender attempts to have a competitive advantage. Given the importance of it, the orientation of the market necessary to realize a competitive advantage.

#### ***Influence of the entrepreneurial towards competence against a competitive advantage on Micro, Small and Medium Enterprises (MSMEs) on seaweed processing***

Results of the study proved that directly positive effect of entrepreneurial competencies and significantly to the competitive advantage on micro, small and medium enterprises (MSMEs) processing of seaweed. Entrepreneurial competence is the ability possessed by the perpetrator's efforts in running its business in accordance with the potential he has. The competence of a principal effort SMEC judged from its ability in building concept, take advantage of opportunities, build relationships, have the potential of learning, personal

and have the ability in trying to realize a competitive advantage.

***Influence of marketing performance innovation of Micro, Small and Medium Enterprises (MSMEs) on seaweed processing***

From the results of the study proved that directly positive effect innovation and variables are not significantly to performance marketing. This indicates that the micro, small and medium enterprises (MSMEs) had done the seaweed processing innovation in creating a variety of ideas, products and packaging through product innovation, process innovation and managerial innovation in the face of competition, but the innovation is applied has not been able to improve the performance of marketing due to the lack harmony between product innovation, process innovation with production management innovation. Innovation process associated with basic work activities that can effect directly against a product or process. The managerial innovation is innovation that is not directly related to the basic activities of the organization. For example, by the use of a computerized system to do book keeping.

***The influence of market orientation toward marketing performance of Micro Small and Medium Enterprises on seaweed processing***

Based on the results of the study proved that directly positive and influential market orientation does not significantly to performance marketing on small and medium enterprises processing of seaweed. Market orientation is an important effort in growing market sensitivity or passion in developing a wide range of interests related to customers, the competition and institutional market in the face of challenges and a standing rivalry wants any businessmen are able to improve the performance of the game, but in fact the market orientation of the applied less actualized in support of improved performance marketing, because the orientation of the market applied only to penetrate a market that is seasonal depending on stock production of seaweed, so the marketing performance depends greatly on the level of sales volumes, the growth rate of subscribers and Profitability over the processing of seaweed.

***Influence of competencies toward marketing performance of Small and Medium Enterprises on seaweed processing***

Based on the results of the study proved that directly positive effect of entrepreneurship and competence are not significantly to performance marketing on Small and Medium Enterprises on seaweed processing. This is because it's still the low ability of the capacity of individuals and organizations that are owned by businessmen in running its business in accordance with the potential he has. The competence of a principal building capability in the form of small and medium enterprises business concept, take advantage of

opportunities, build relationships, learning potential, and personal ability in trying to support marketing performance.

***The influence of Innovation through Competitive Advantage toward performance of Small and Medium Enterprises on seaweed processing***

Based on the results of the study proved that innovation variables directly through the competitive advantage of the positive and significant effect on marketing performance. This indicates that the small and medium enterprises has implemented a on seaweed processing activities of innovation in creating a variety of ideas, product packaging and how the new process either through product innovation, process innovation and managerial innovation in the face of competition, so that Micro Small and Medium Enterprises sought to continue to develop innovation in realizing the competitive advantage of companies engaged in the same business to continue to improve the performance of the game.

***The influence of market orientation through competitive advantage toward performance Marketing of Micro, Small and Medium Enterprises on seaweed processing***

Based on the results of the study proved that indirectly market orientation through the competitive advantage of the positive and significant effect against the competitive advantage on small and medium enterprises on seaweed processing. Market orientation is an important effort in growing market sensitivity or passion in developing a wide range of interests related to customers, the competition and institutional market in the face of challenges and a standing rivalry requires each offender attempts to have a competitive advantage. Given the importance of it, then the orientation of the market through competitive advantage required to improve marketing performance.

***The influence of competency through competitive advantage toward marketing performance on micro small and medium enterprises on seaweed processing***

Based on the results of the study proved that indirectly entrepreneurial competence through competitive advantage of positive and significant effect on marketing performance on small and medium enterprises processing of seaweed. The competence of a principal effort small and medium enterprises judged from its ability in building concept, take advantage of opportunities, build relationships, have the potential of learning, personal and have the ability in trying to realize a competitive advantage in producing the uniqueness of the product, the improvement of product quality and competitive pricing. Entrepreneurial competence through competitive advantage becomes important in improving the performance of the corresponding increase in the volume of sales marketing, customer growth and

profitability the efforts in the field of processing of seaweed.

Based on the formulation of the problems raised and supported from theoretical and empirical studies, the summed up results of research are as follows:

1. Product innovation, managerial and process has been applied in accordance with the conditions of the micro small and medium enterprises on seaweed processing in increasing competitive advantage. The better the innovation that is done then the competitive advantage has increased as well.
2. Customer Orientation and competitor orientation, provision of market information is an indicator of market orientation has been applied to enhance competitive advantage. Application of market orientation increase the competitive advantage of the product.
3. Build the concepts, take advantage of opportunities, build relationships and learning ability and personnel ability have been run as entrepreneurial competencies in improving increase competitive advantage the batter entrepreneurial competencies Increasingly entrepreneurial of businessman further improve competitive advantage.
4. High Innovation will trigger of competitive advantage so it impact to the growth of performance marketing.
5. Market orientation is less realized in improving marketing performance to increase sales volumes, customer growth and the ability of the company. Because the entrepreneurial competence that owned a businessman pushing an increasing competitive advantage so as to have an impact on the growing marketing performance.
6. Innovation through competitive advantage already applied and provide improved performance against the marketing of micro small and medium enterprises processing of seaweed. The better application of innovation through competitive advantage then the marketing performance will increase.
7. Marketing orientation of the through competitive advantage is already running well to improve the performance of marketing small and medium enterprises processing of seaweed. The better market orientation through competitive advantage then the performance marketing will increase.
8. Entrepreneurial Competence through competitive advantage already supports improved performance marketing micro small and medium enterprises on seaweed processing. The better the entrepreneurial competence through competitive advantage then marketing performance will increase.

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