

# THE EFFECT OF ENTREPRENEURIAL ORIENTATION AND MARKET ORIENTATION ON SME BUSINESS PERFORMANCE THROUGH PRODUCT INNOVATION AS A MEDIATING VARIABLE IN JEPARA'S FURNITURE CRAFTSMEN

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## ABSTRACT

Market orientation refers to entrepreneurs' efforts to understand market needs, develop products to meet consumer demands, and build relationships with customers. The aim of this research is to examine how entrepreneurial orientation and market orientation influence the business performance of SMEs in the context of furniture craftsmen in Jepara. This study investigates whether product innovation plays a mediating role in the relationship between entrepreneurial orientation, market orientation, and business performance. The research method employed is survey or interviews with furniture craftsmen in Jepara. The research sample can be selected randomly or using appropriate sampling techniques. To gather data, entrepreneurs can be provided with open-ended questionnaires on entrepreneurial orientation, market orientation, product innovation, and business performance. Data collection techniques can be analyzed using triangulation techniques. The results of the study can provide insights into the importance of entrepreneurial orientation and market orientation in enhancing the business performance of SMEs in the furniture craftsmen sector. Furthermore, this research can identify the role of product innovation as a mediating variable that connects entrepreneurial orientation and market orientation with business performance.

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## 1. INTRODUCTION

Entrepreneurial orientation and market orientation towards the business performance of SMEs through product innovation as a mediating variable in furniture craftsmen in Jepara is the largest craft industry in the Central Java region, specifically in Jepara [1]. Entrepreneurial orientation refers to the ability of entrepreneurs to identify new business opportunities, take risks, and be goal-oriented [2]. Meanwhile, the movement of the MSME sector is crucial to creating growth and employment opportunities. The implementation of the ASEAN Economic Community (AEC) at the end of 2015 brings several challenges for MSMEs in Indonesia, including [3]: 1) the mindset of Indonesian society, which tends to prefer buying products from abroad rather than domestic products; 2) limited financial access as banks are reluctant to provide credit to MSMEs; 3) limited market access due to the underutilization of technology by MSMEs; 4) research activities.

MEA stands for "ASEAN Economic Community." The ASEAN Economic Community is an economic integration involving the member states of the Association of Southeast Asian Nations (ASEAN). The goal of the AEC is to create a single market and integrated production base among ASEAN member countries.

The AEC aims to create a more favorable business climate for companies and individuals within ASEAN. This is done through the elimination of trade barriers, investment liberalization, regulatory harmonization, and facilitation of trade in goods and services among member countries. The ASEAN Economic Community can have various impacts on the societies in member countries. Some expected benefits include increased market access for companies, increased investment, faster economic growth, and more job opportunities. Additionally, societies may experience increased labor mobility and population movement among ASEAN member countries [4]. The AEC can bring challenges to society, particularly in terms of competition in the labor market. In this regard, the ability to compete in the global

market can be crucial for individuals and companies. Furthermore, differences in development levels and economic capacity among member countries can also affect the distribution of AEC benefits.

The ASEAN Economic Community aims to enhance economic integration among ASEAN member countries. The impact and benefits on societies can vary, but these efforts are expected to stimulate economic growth and improve welfare in the Southeast Asian region [5]. There are wide business opportunities for entrepreneurs and furniture manufacturers in Indonesia. The largest export market for the Indonesian wood industry is the countries in the European Union, accounting for approximately 40%, followed by the United States at around 29%, and Japan at approximately 12%. The European Union is a target market that exporters of furniture from Indonesia should maximize, in addition to other countries such as the United States, the Middle East, or others [6]. The areas that serve as centers for the furniture industry in Central Java are Jepara, Semarang, and Solo. The furniture produced is usually made of solid wood and bamboo. SMEs in a country hold significant control over economic stability due to their adaptability in responding to economic shocks through income distribution and job creation [6]. SMEs also possess high flexibility compared to larger enterprises, making them in need of special attention supported by accurate information, in order to establish directed business relationships between SME actors and elements of business competitiveness, namely market networks. Low productivity is a weakness that hampers the long-term development of SMEs due to a lack of awareness of market opportunities, market demand, and inadequate marketing orientation [7]. Management is defined as the process of accomplishing work through others to achieve organizational goals in a changing environment. The increasingly uncertain and complex business environment resulting in changes to the market and consumer needs requires businesses to find strategies that can create products that meet market demands [8]. This also applies to Small and Medium Enterprises (SMEs), as they are considered crucial in driving economic growth in each country [9]. Business competition in today's era is becoming more intense and unavoidable. Every business or enterprise is required to continuously develop in order to face opportunities and threats arising from competition among business organizations. Creativity can be built and developed through positive thinking paradigms and perceptions, critical thinking, and the ability to leverage opportunities for development. The aspect of opportunity utilization can be observed based on economic value and the progress of human resources in thinking [6]. People's activities are increasing to meet their needs in line with the demands of the times. The population is also growing, and these two factors contribute to the increasing amount of waste. Waste is also generated from industrial activities to produce goods for society's needs. Organic and inorganic waste, especially plastic waste, is increasing due to the instant gratification needs of modern society. Utilizing plastic waste to create high-value economic products presents significant opportunities for company advancement. The success of a company or organization can be achieved through comprehensive marketing activities, which are achievements of marketing performance [10].

An example of an increase in product development with the highest increase rate. According to the Central Statistics Agency (2017) the type of sector in the fashion industry is the business of making apparel (convection) from textiles/fabrics (woven and knitted) by cutting and sewing so that they are ready to wear, such as shirts, trousers, blouses, t-shirts, shirts, skirts and sportswear, both made of woven and sewn knitted fabrics. The development of the fashion industry has its own characteristics depending on the customs, habits and culture of each region. Independent business organizations, namely Small and Medium Enterprises (SMEs) are one of the drivers of economic growth in Indonesia [11]. SMEs have a strategic role in national economic development, because apart from contributing to national economic growth, they can also absorb a large number of workers. The existence of small industries must be maintained and developed so that they continue to play a role in reviving the people's economy. The production and marketing of furniture craftsmen involves several steps that need attention. The following is an overview of the production and marketing processes of planning and design furniture craftsmen. Furniture craftsmen need to plan and design the products to be produced. This involves selecting the material, size, design, and style of the furniture. In addition, planning also includes estimates of production costs, scheduling, and required resources.

Materials and Resources After the product design is determined, furniture craftsmen need to collect the necessary materials and resources. This can include wood, fabric, foam, nails, paint and other accessories. Furniture craftsmen also need tools and equipment such as saws, drills, sawmills, and other hand tools. The production process begins with cutting raw materials according to a predetermined design. Furniture craftsmen then combine these pieces using the appropriate techniques and skills. This can include sawing, woodworking, fixing, assembling, and finishing such as sanding and painting. Quality and Inspection It is important to carry out quality checks during the production process to ensure that

each product meets the set standards. This involves visual inspection, measuring, and checking the strength and stability of the furniture.

Storage and Distribution After products are manufactured, they need to be stored safely before distribution. Marketing involves determining the right distribution channels to reach the target market. This could involve direct selling through physical stores, online marketing through e-commerce platforms, or through other business partners such as distributors or agents. Marketing and Promotion To market furniture products, craftsmen need to pay attention to an effective marketing strategy. This can involve online marketing through websites, social media, online advertising, or traditional marketing campaigns such as print ads, brochures or exhibitions. The marketing strategy must be adapted to the intended target market. Marketing and Promotion To market furniture products, craftsmen need to pay attention to an effective marketing strategy. This can involve online marketing through websites, social media, online advertising, or traditional marketing campaigns such as print ads, brochures or exhibitions. The marketing strategy must be adapted to the intended target market. Lack of creativity and innovation in anticipating various challenges as a result of the economic recession, besides that the internal factors of some SMEs are lack of managerial ability and skills, lack of access to information technology, capital and markets. This internal weakness is caused by the lack of qualified human resources managing UKM in adapting to the various problems being faced.

Customer Service In sales, it is important to provide good customer service. This includes providing clear product information, answering customer questions, dealing with complaints or problems, and providing warranty or after-sales maintenance when necessary. Furniture makers need to pay attention to every step in the production and marketing process to ensure that their products are of high quality and reach the right market. [8] the success of a company's marketing performance also depends on the strategy the company uses to compete with the performance of its competitors. furniture industry, marketing competition can be quite tight. There are several factors that affect the level of competition in this industry, including Direct competitors: Furniture organizations will compete with other furniture manufacturers offering similar or similar products. This competition can come from large furniture companies, local furniture manufacturers, or independent craftsmen. Product Design and Quality: Competition occurs based on the design and quality of the products offered. Furniture organizations must ensure that the design and quality of their products conform to the latest trends and meet customer expectations. Price is also an important factor in marketing competition. Furniture organizations need to set competitive prices to attract customers. However, they must also consider production costs, profits, and the added value offered.

Marketing Strategy The effectiveness of marketing strategy can influence competition. Furniture organizations need to have a strong and distinct marketing strategy to attract customers' attention and differentiate themselves from competitors. Quality of Customer Service: Good customer service can be a competitive advantage. Furniture organizations should focus on providing a positive customer experience, including quick responses, effective problem resolution, and good after-sales service. Innovations in design, materials or production methods can help furniture organizations differentiate themselves from competitors. Organizations that are able to present innovative and unique products have a greater chance of succeeding in the competition. Market Penetration i.e. Competition is also influenced by the extent to which furniture organizations have expanded their market reach. If their market is limited to a certain area, competition may not be as intense as if they had a wider market coverage.

To compete effectively in the furniture industry, organizations need to identify their competitive advantages, understand their markets and customers, and develop appropriate marketing strategies. Economic development is an important part of national development with the ultimate goal of increasing people's welfare. So economic growth is one of the main targets that must be achieved. Economic development basically includes the efforts of society as a whole to develop economic activities and increase the level of people's welfare. Therefore, the notion of economic development can be interpreted as a process that causes the per capita income of the population of a society to increase in the long term. One of the factors that really supports and influences the course of development is infrastructure. Infrastructure refers to the physical system that provides transportation, irrigation, drainage, buildings and other public facilities needed to meet basic human needs in the social and economic fields.

## 2. METHOD

The type of research used in this research is explanatory research, because this research focuses on explaining cause-and-effect relationships between several concepts or several variables in this study which include: entrepreneurial orientation, market orientation, learning orientation, innovation

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**Research Locations** The company that is the object of this research is Furniture SMEs in Jepara. The type of data used in this research is subject data (self-report data), namely the type of data in the form of attitudes, opinions, experiences, or the characteristics of a person or group of people who are the subject of research. The data sources used in this study are primary and secondary data sources.

This study used a qualitative method, namely analyzing data and matters relating to descriptive scientific and naturalistic data used to analyze the problems studied. Data analysis using multiple linear regression.

a. Primary data

In this study, primary data was obtained from questionnaires distributed to respondents, in this case the owners of Furniture SMEs in Jepara.

b. Secondary data

For this research obtained from: Literature, journals, data of Furniture SMEs in Jepara.

The type of data used in this research is subject data (self-report data), namely the type of data in the form of attitudes, opinions, experiences, or the characteristics of a person or group of people who are the subject of research. The data sources used in this study are primary and secondary data sources.

### 3. RESULT AND DISCUSSION

#### Requestn Cars in Indonesia as Sample Data

The research conducted by the Asean Working Group in collaboration with the Economic Research Institute for Asean and East Asia (ERIA) and the Organization for Economic Research Cooperation and Development (OECD) on the SME Policy Index in ASEAN shows that the Indonesian SME policy index has a value of 4.1, lower than Malaysia and Singapore, which scored 5.4 and 4.7, respectively ([www.Sindotrijaya.com](http://www.Sindotrijaya.com)). The research also identified common problems faced by SMEs in Indonesia, such as management, business strategy, marketing, capital, and technology. To overcome these weaknesses, SMEs must find strategies that can help them address these challenges and compete with other businesses. Entrepreneurial orientation is an approach that focuses on implementing ideas, improving competitiveness, adapting organizations to environmental changes, and achieving better business performance. In developing countries like Indonesia, the business performance of small and medium enterprises (SMEs) plays a vital role in maintaining the national economy. The development of SMEs is currently crucial and requires significant attention from the government and private sector to support their growth and enhance their competitiveness in the economy. The development of SMEs should consider social and cultural aspects in each region, as SMEs generally emerge directly from the community. Regulations in the form of laws or government policies related to SMEs, such as production, distribution, and access to bank loans, will help stimulate the role of SMEs in actively improving regional and national economic growth.

Entrepreneurial orientation is the most efficient basic strategy used to significantly improve business performance. A high level of entrepreneurial orientation requires increased innovation and the creation of new markets. Conducted a study on the impact of entrepreneurial orientation on firm performance using dimensions of innovativeness, risk-taking, and proactiveness as variables of entrepreneurial orientation, while firm performance was measured by owners' perceptions of sales growth and cash flow growth, which were negatively related to competitors. The results of the study found that entrepreneurial orientation has a significant influence on firm performance. On the other hand, factors that can lead to SME failure based on investigations conducted on business institutions, also based on theories of business failure, include a lack of management skills and the inability of management to control the business, low employee capabilities and learning failures, quality failures, institutional weaknesses [12], resource shortages, weak capital strength, lack of support from government or private institutions, and weaknesses in technical competencies [13]. However, in a study, it was found that a high level of entrepreneurial orientation does not have a significant influence on firm performance [14].

Market orientation is related to overall business performance (but not market share), employee organizational commitment, and unity within specific groups. To achieve successful firm performance, market orientation applies four aspects: customer orientation, competitor orientation, interfunctional coordination, and responsiveness. A study conducted on 153 SMEs in New York, Maryland, and Pennsylvania, using market orientation indicators: intelligence generation identification, intelligence dissemination, and organizational responsiveness, and performance indicators: sales growth, market share, and ROI [14]. The results of the study showed that market orientation has a significant influence on business performance. However, in a study with a sample of 141 textile businesses in Turkey employing 10-100 employees, using market orientation indicators: intelligence generation identification, intelligence

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dissemination, and organizational responsiveness, and performance indicators financial, non-financial and efficiency. Shows that there is no significant effect of market orientation on business performance.

The marketing system in Indonesian companies has unique characteristics depending on the type of product being marketed and the price offered. Certain provisions in this regard serve as a fundamental reference for marketing strategy development and increasing the quantity of furniture products. Marketing is defined as the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging valuable offerings to customers, clients, partners, and the wider society [15]. Marketing is an individual's activity aimed at satisfying needs through communication processes. Furniture craftsmen in Jepara need to pay attention to communication patterns with consumers in providing services during product transactions and consulting services. Effective communication patterns facilitate the marketing process of furniture.

State regulations aim to enhance consumer trust and security through education and understanding of the country's laws [16]. Based on Law No. 20 of 2008, Micro, Small, and Medium Enterprises (MSMEs) are productive businesses owned by individuals or sole proprietorships that meet the criteria of micro-enterprises, which either have a net worth of no more than IDR 50,000,000 (fifty million rupiahs), excluding land and building assets; or have an annual sales turnover of no more than IDR 300,000,000.00 (three hundred million rupiahs). State that strategic management is an art or science of formulating, implementing, and evaluating strategic decisions across functions that enable an organization to achieve future goals [17]. Strategic management is a process of planning, implementing, and monitoring actions taken by an organization to achieve its long-term objectives. It involves goal and objective selection, analysis of internal and external environments, development of appropriate strategies, resource allocation, and monitoring the implementation of those strategies.

The following are general steps in strategic management. Determination of Vision and Mission. The vision and mission of the organization must be determined first. Vision is a long-term description of the ideal state to be achieved by the organization, while the mission describes the core goals and objectives of the organization. Environmental Analysis. Organizations need to carry out an analysis of the external and internal environment. External analysis involves understanding market trends, opportunities, threats and competition in the industry. Internal analysis focuses on the strengths, weaknesses, resources and capabilities of the organization. Setting of Goals and Targets: Based on the environmental analysis, long-term and short-term goals and objectives should be established. These goals must be specific, measurable, achievable, relevant, and limited to a certain time (SMART).

Strategy Development Based on the goals and objectives, a strategy should be developed. Strategy involves selecting the key steps to be taken to achieve organizational goals. This could include product development, market penetration, diversification, collaboration, or innovation, depending on the needs and environment of the organization. Strategy Implementation Once the strategy is established, the next step is to implement it. This involves the proper allocation of resources, tactical planning, and execution of the necessary actions to achieve the set objectives. Monitoring and Evaluation Strategic management also involves monitoring and evaluating the implementation of the strategy. Organizations need to monitor progress, measure achievement of objectives, and identify failures or discrepancies that may occur. This evaluation will assist in making decisions and adjusting the strategy if necessary.

Improvements and adjustments to the development of management strategy is a continuous process. Based on the evaluation, organizations should improve and adapt their strategy. This could involve changing goals, improving implementation, or developing alternative, better strategies. It is important to note that strategic management must involve the entire organization and involve effective communication between different levels and departments. This will ensure a better understanding of strategy, good coordination, and appropriate decision making. Apart from innovation and market orientation, research conducted states that entrepreneurial orientation also has a positive and significant effect on the performance of MSMEs. Entrepreneurial orientation itself is a creative and innovative ability that is used as a basis and resource to seek opportunities for success. Some management literature provides three basic dimensions of organizational tendencies for the entrepreneurial management process, namely the ability to innovate, the ability to take risks, and proactiveness [18].

The creative economy government movement (GEKRAF) in Indonesia has been going on since the covid 19 pandemic. Through improving the people's economy in the context of Indonesia's recovery, namely Indonesia is growing, Indonesia is strong, providing motivation and encouragement to the community through increasing MSMEs. The growth of Micro, Small and Medium Enterprises (MSMEs) in Indonesia is growing rapidly. The Ministry of Cooperatives and UMKM stated that by the end of 2013 the number of micro, small and medium enterprises (MSMEs) in Indonesia was recorded at 57,895,721, or an

increase of 2.41% from 56,534,592 in 2012. national economic development. This is proven according to data from the Ministry of Cooperatives and Small and Medium Enterprises as of June 2013, currently there are IDR 55.2 million MSMEs or 99.98% of the total business units in Indonesia. MSMEs currently absorb as many as 101.72 million workers or 97.3% of the total Indonesian workforce and contribute 57.12% of the total gross domestic product (GDP).

Post-pandemic economic growth 19 presents challenges and changes in the times to the upper middle and lower middle class. Decrease in the amount of income per capita with unbalanced expenditure. The prospects for the MSME business in the era of free trade and regional autonomy are highly dependent on the efforts made by the government in developing the MSME business [19]. One of the key efforts that needs to be done is how to develop a conducive business climate for MSMEs. To achieve this conducive business climate, it is necessary to create a conducive policy environment for MSMEs. The intended conducive policy can be interpreted as a policy environment that is transparent and does not burden MSMEs financially.

The results of observations from the development of the needs of the community in the crisis phase in the aspect of economic recovery through increasing the number of MSMEs in Indonesia have an improved difference from the decline in numbers due to Covid 19. Post-crisis 1997 to 1998 Micro, Small and Medium Enterprises (MSMEs) contributed greatly by maintain economic stability, because MSMEs have the ability to adapt to economic shocks by opening jobs and equal distribution of income [20]. The increase in the number of MSMEs, which reached 8.4 percent in a period of 5 years, cannot be directly proportional to their age, which only reaches 5 to 10 years. Relevant research includes. Research conducted that shows that product innovation is positively and significantly influenced by market orientation. The possibility of getting profit will increase if market orientation is associated with innovation. Product innovation as a form of reading process from projected consumer needs in the market [21].

Sustainable competitive advantage is the value a company is able to create for its consumers. Continuously [22]. This sustainable competitive advantage can be seen from the company's accuracy in providing products on the market and responses to consumer complaints such as product quality, consumer needs, mastery of new markets and continuous product innovation. Marketing performance is a construct or factor commonly used to measure the impact of a company's strategy. The company's strategy is always directed at producing performance, whether in the form of marketing performance (such as sales volume, market share or market share and sales growth rate) as well as financial performance. For this reason, the measure that should be used is an activity-based measure that can explain marketing activities.

The progress of the company has a major role in improving human resources involving the roles and responsibilities of the type of work being done [22]. HR improvement in the company can determine major progress. Marketing Performance is a company's effort to find out and meet consumer needs and tastes. State that marketing performance measurement is a supervisory function of marketing management to create, build, and maintain relationships with buyers intended to achieve organizational goals. Companies must have the right strategy to get furniture production results. Furniture workers and craftsmen have a high desire for local, national and global market competition. Commitment and responsibility are the keys to successful progress in the company.

#### 4. CONCLUSION

Entrepreneurial orientation has a significant influence on business and increases regional income and improves the country's economy. The results of marketing with creative, active and dynamic innovation strategies have a major role in advancing sales of furniture products in Jepara. The process of selling furniture is the main ingredient by increasing superior quality products and the latest models as well as safety and comfort for consumers. Business performance in the technology era has great opportunities for the needs of the MEA community. The current product model gives the feel of great power to the company's income as well as massive marketing through increasing the digital market to become the latest innovation in the furniture sales process with the feel and strategy of a high-quality digital platform. through offering goods and services products and improving services through effective and efficient consulting and communication can provide high upgrades to furniture companies in Jepara.

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