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Analysis of Entrepreneurial Orientation on Business Performance through Competitive Advantage as a Mediating Variable

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Abstract: This study aims to determine the mediating effect of competitive advantage in the relationship of entrepreneurial orientation to business *performance*. The research method used in this research is quantitative research method with associative descriptive approach. The sample technique used was saturated sample by distributing questionnaires to 100 skincare and cosmetic stores in Sukabumi and the data analysis technique was *Structural Equation Modeling* (SEM) with the help of PLS *software*. The results of this study indicate that Skincare and Cosmetic Stores in Sukabumi have succeeded in building entrepreneurial orientation, competitive advantage and good business performance in Skincare and Cosmetic Stores in Sukabumi. Entrepreneurial orientation has a direct and significant effect on competitive advantage, competitive advantage has a direct and significant effect on business performance and excellence mediates effectively in the leadership relationship of entrepreneurial orientation to business performance. The direct relationship effect of entrepreneurial orientation on business performance is smaller than the indirect effect. Thus, it can be concluded that competitive advantage acts as a mediating relationship between entrepreneurial orientation and business performance.

Keywords: Entrepreneurial Orientation, Competitive Advantage, Business Performance

INTRODUCTION

Micro, Small and Medium Enterprises (MSMEs) in Indonesia have a rapid development, this cannot be denied by anyone because through MSMEs it can provide many opportunities for people who do not have jobs or are often referred to as unemployed. (Abdullah, 2018). The unemployed can produce something or work to make a living. The Ministry of Cooperatives and Small and Medium Enterprises (Kemenkopukm) states that there are 64.2 million MSME units in Indonesia in 2021, this can be seen in the figure below:

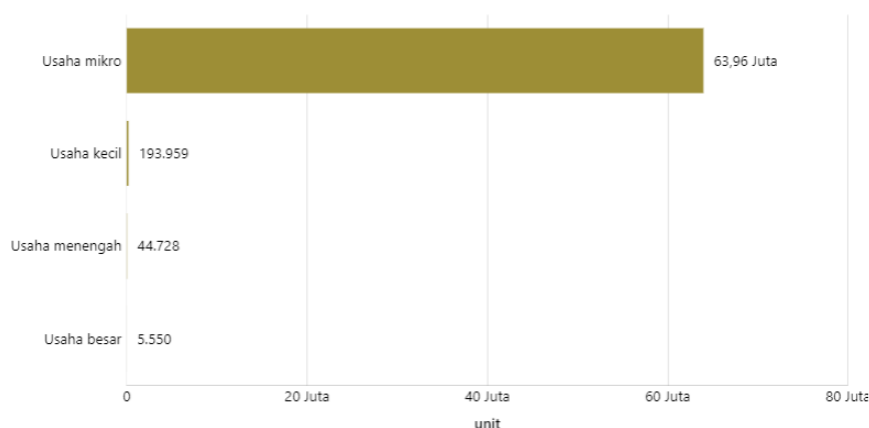


Figure 1. Number of Micro, Small, and Medium Enterprises (MSMEs) in Indonesia by Class
Source: (Muhamad, 2023)

The figure above shows that micro enterprises, which have a maximum annual turnover of IDR 2 billion, are dominant in the MSME structure. Micro businesses reached 63,955,369 units in 2021 if it is percented as 99.62% of the total business units in Indonesia. Meanwhile, the number of small businesses has a turnover criterion of IDR 2-15 billion per year, only 193,959 units were obtained. This business accounts for around 0.3% of the number of MSMEs. Furthermore, medium-sized businesses in the turnover criteria of Rp 15-50 billion per year, amounted to 44,728 units or around 0.07%. Furthermore, large businesses amounted to 5,550 units or 0.01%. This business criterion has a turnover of more than IDR 50 billion per year. (Muhamad, 2023).

The presence of MSMEs in Indonesia is the center of public attention, in every corner of the place there are certainly always MSMEs that continue to develop and run. West Java is one of the provinces in Indonesia that has a high number of MSMEs. According to data sourced from Open Data Jabar, the total projected development of the number of MSMEs in West Java Province increased by 5.83% until 2023, totaling 7,055,660 MSMEs. The average value per year is 5,772,785. (Dinas Koperasi dan Usaha Kecil, 2023).. The figure below shows the projected number of MSMEs by regency/city in West Java.

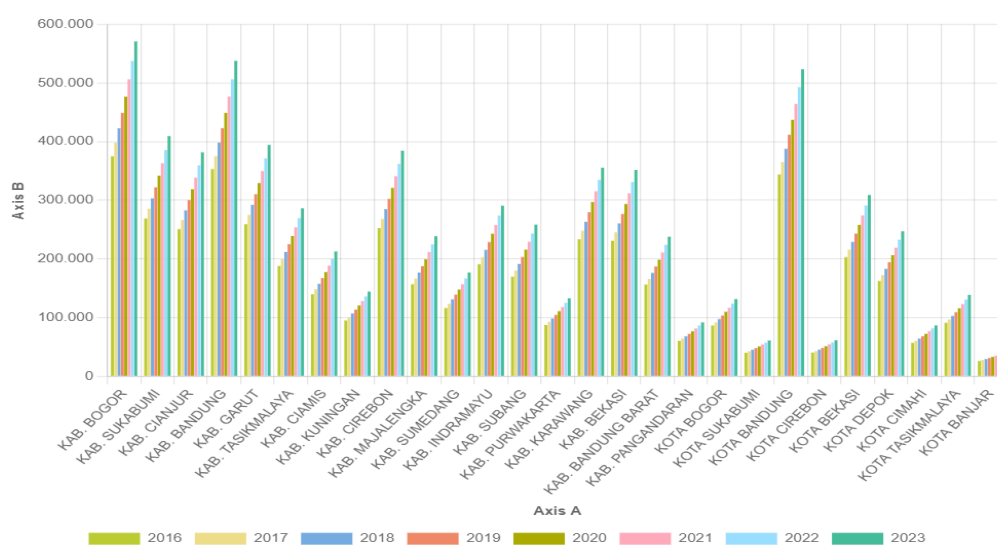


Figure 2. Projection of the Number of Micro, Small and Medium Enterprises (MSMEs) by Regency/City in West Java

Source: (Dinas Koperasi dan Usaha Kecil, 2023)

The figure above shows data on the projected development of MSMEs in the Regency / City of West Java has increased every year. the highest value in the number of MSMEs is in Bogor Regency at 570,943. second place is occupied by Kab. Bandung at 537,801, in third position is Bandung City with a total of 523,584 MSMEs and next is Sukabumi City with a total of 409,507 MSMEs. (Dinas Koperasi dan Usaha Kecil, 2023)

Sukabumi district has a projected number of MSMEs in 2023 of 409,507 and Sukabumi city has a projected number of MSMEs in 2023 of 60,865. (Dinas Koperasi dan Usaha Kecil, 2023). This provides opportunities for the business sector in the economic development of the community, but the lack of *Business Performance* or the ability of MSME actors to achieve the expected goals and results. One of the businesses that has high interest among the public is the beauty industry (cosmetics).

Business performance has a very important role in the running of a business. The performance of business actors can have a positive impact if their performance has an *out put* or good work results in terms of quantity and quality and also the work can be accounted for in accordance with its role within the scope of a company / organization accompanied by skills, skills, and abilities in completing their work. (Wibowo, 2017).

The Ministry of Industry (Kemenperin) noted that the national cosmetics industry grew by 7.36% in Kuatal I - 2018. This figure increased when compared to 2017 which grew by 6.35%. According to data reported by the Pom Agency (2021) states that the number of cosmetics industries in West Java is 342 industries. The data shows that the business performance of the cosmetics industry in Indonesia is quite good, this can be influenced by entrepreneurial orientation and competitive advantage. (Hajar & Sukaatmadja, 2016).

The success of a company is greatly influenced by the level of ability of a company that is always oriented towards entrepreneurship. Companies that want to be successful must have an entrepreneurial orientation (Hajar & Sukaatmadja, 2016). Entrepreneurial orientation has a continuous relationship in the disbursement of opportunities, decisions to act, and the courage to take risks. Of course, this entrepreneurial orientation challenges business actors to continue to improve their business by providing good business *performance*. Therefore, the cosmetics industry will certainly continue to compete with each other.

Competitive advantage also plays an important role in business performance because in the business world it will not be separated from competition, competition between companies will certainly always occur. Competitive advantage provides factors that differentiate a company from its competitors and provide a unique position in the industrial field/market. (Hajar & Sukaatmadja, 2016). Competitive advantage is a profit strategy of companies that cooperate to continue to compete with each other effectively and efficiently in the market. The strategy created aims to achieve a competitive advantage that continues to grow.

The cosmetics industry is one of the fastest growing economic sectors. Cosmetics are a daily necessity and are still in demand by almost every woman. Basically, a woman's need to always look attractive, so cosmetics are capital and support her appearance. Indonesia is one of the largest cosmetic markets in the world due to high consumer demand for skincare products. Quoting Sindonews.com, Indonesian cosmetic trends are said to be based on women's desire to have bright, clean, glowing, and healthy skin. Only a few Indonesian women are willing to spend their money to look perfect and beautiful by taking care of it through skincare and cosmetics. This phenomenon is a potential market for the cosmetics industry. The cosmetic industry business in Indonesia offers very promising opportunities (Hadiallah and Juju, 2018).

Indonesia Cosmetics Market Share 2010 - 2023 Data Source: Statista Accessed January 2022 The graph above shows Statista's 2020 report which states that the largest market share of Indonesia's cosmetics industry comes from the beauty industry which is estimated to reach \$1.673 billion. Year 2019. The graph above shows the development of Indonesia's cosmetics

industry showed an increase of 30% compared to the import value of cosmetic products of IDR 2.54 trillion in 2016. Imports of beauty products, including facial care products, cosmetics, and soaps, will increase by 31.7% year on year - January-July 2018, announced Statistics Finland. With this value, there is potential in the Indonesian market for domestic and foreign beauty entrepreneurs.

Based on the results of a survey assessed by Beauty Index in 2020, it shows that beauty product reviews are able to attract 64.7% of female consumers to consider buying beauty products. By advertising through Instagram social media, celebrities are expected to increase their sales so that potential consumers know the products offered. It is important for celebrity endorsers to participate online because the more they interact online, the more likely the brand will be recognized. Interactions that demonstrate good customer relationships and impact consumer loyalty can be demonstrated through engagement. This is important for celebrity endorsers.

According to the Ministry of Industry, the average market growth of the cosmetics industry in the last six years (2009-2015) was 9.67% per year. The market size of the cosmetics market is also estimated at Rp. 46.4 trillion in 2017 (Sigma Research, 2017). Based on the results of interviews conducted by researchers at 15 MSME Cosmetic Shops in Sukabumi, the problem of declining sales volume was found, this can be seen in the table below:

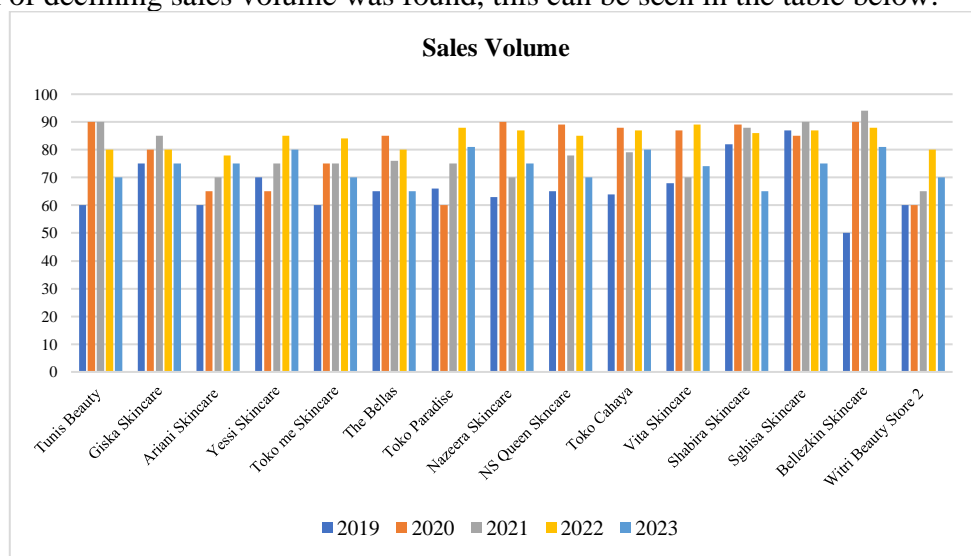


Figure 3. Sales Volume of Skincare and Cosmetic Store Sukabumi

Source: Processed by the author, 2024

Based on Figure 3, there is a decrease in sales volume in almost every store that has been interviewed. The Tunis Beauty store experienced a decrease in sales volume in 2022 and 2023 seen from the comparison of sales volume in 2020 and 2021. Giska Skincare store also experienced a decrease in sales volume in the last two years, namely 2022 and 2023. Ariani Skincare store also experienced a decline in the last year in 2023. A decrease in sales volume also occurred at the Yessi Skincare store in 2023.

Me Skincare store experienced a decrease in sales volume in 2023. The Bellas skincare store also experienced a decrease in sales volume in 2023. Likewise, the Paradise store, Nazeera Skincare, NS Queen Skincare, Toko Cahaya, Vita Skincare, Shabira Skincare, Sghisa Skincare, Bellezkin Skincare, and Witri Beauty Store 2 experienced a significant decrease in sales volume in the last year, namely in 2023.

Based on this, the researcher found that out of 15 stores that have been observed, it can be seen that all skincare and cosmetic stores in Sukabumi Regency City experienced a decrease in sales volume in 2023. Sales of MSME cosmetic stores in Sukabumi City are still not stable.

The problem is suspected to be due to the less than optimal business *performance* of each store in terms of increasing sales volume.

Of course, business performance will also not be separated from entrepreneurial orientation and competitive advantages with other cosmetics industries in order to create better business performance. There are quite a lot of cosmetic stores in Sukabumi, the performance provided by each store is certainly different and the assessment of consumers is also different. There are even consumers who are loyal customers at one of the cosmetics stores in Sukabumi. Consumer assessments of the business *performance* of each store vary greatly.

The entrepreneurial orientation of the cosmetics industry in Sukabumi must continue to be considered by every business actor who is running his business. The wide variety of products available in each store will provide opportunities for competition. Considering the importance of being sensitive to consumer needs in providing products and services will be one way to grow entrepreneurial orientation continues to grow. But unfortunately, the sensitivity of cosmetic stores in Sukabumi to the products needed by consumers is quite low. As for the decline in sales that occurred due to the performance of the cosmetics shop business was less consistent in its sales and the lack of active promotion either directly or indirectly, it was thought that the employees who worked were less proactive in their work and also the lack of utilization of social media for the promotion of cosmetic products so that consumers only knew the product directly by visiting the cosmetic outlet.

There are many ways to provide good business *performance*, one of which is by being active on social media. Because in the era of globalization that continues to develop, online services are also needed by consumers who are quite far away. One of the problems that exists at Yessi Skincare Sukabumi Store is that it does not reply to consumer questions in the google review feature, this can be seen in the picture below:

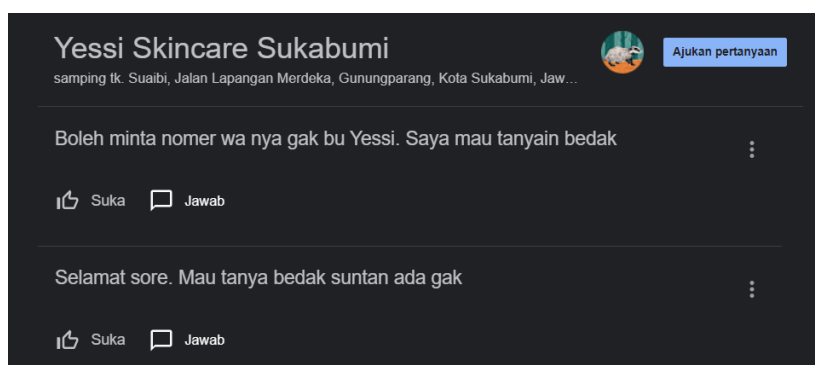


Figure 4. Yessi Skincare Sukabumi Consumer Reviews

Source: (Consumer, 2023)

In Figure 4 above, it can be seen that Yessi Skincare Sukabumi does not respond to consumer questions that ask about one of the products in Yessi Skincare Sukabumi. This can provide a poor assessment in the eyes of consumers because in terms of service it is lacking so that it can affect the quality of store services. This is one of the opportunities for other stores to compete. Consumers will pay attention to the best level of business performance through competitive advantages in each store. Because consumers certainly want to find the best shop to fulfill their desires.

The competitive advantage of every cosmetics store is at stake. If you do not pay attention to the movement of competitors, you will be left behind by other competitors. However, the development of the cosmetics business in Sukabumi is not free from problems when there are many competitors who produce the same products and the same quality and competitive prices. This is the problem of every cosmetic shop in Sukabumi.

Business *performance* can be influenced by competitive advantage or competitive advantage and entrepreneurial orientation can improve business *performance*. This is supported by research conducted by Slamet Riyanto (2018). (2018) and Nizam et al., (2020) state that competitive advantage has a positive effect on business performance. stated that competitive advantage has a positive effect on business *performance*. Meanwhile, in the relationship between entrepreneurial orientation and business *performance* there is a gap between the two studies.

Research conducted by Riska Puspita Sari (2022) and Farhan et al., (2022) stated that entrepreneurial orientation has a positive effect on business performance. However, according to research conducted by Ni Made Wahyuni (2020) stated that entrepreneurial orientation has no positive effect on business performance. Research conducted by Isra Ul Huda (2020) and Bahren et al. (2018) stated that entrepreneurial orientation has no significant effect on business *performance* with the intervening variable of competitive advantage. Based on this *research gap*, researchers place competitive advantage as a mediating variable.

This makes the authors interested in examining the effect of competitive advantage orientation in mediating entrepreneurial orientation on business *performance*. From the phenomena described above, the researchers are interested in conducting research with the title "Analysis of entrepreneurial orientation towards business *performance* through competitive advantage as a mediating variable".

METHODS

The research method used by researchers is a quantitative research method with a causal descriptive approach (Sugiyono, 2016). The population used by researchers in this study was skincare and cosmetic stores in Sukabumi Regency City. The sample in this study was skincare and cosmetic stores in Sukabumi Regency City. Researchers made Sukabumi Regency City as a regional sample and then researchers determined a sample of 100 samples. Instruments used in measuring variables must be tested for validity and reliability.

Table 1. Validity Testing Results

No.	Statement	r Count	r Critical	Description
Entrepreneurial Orientation Variable				
X1.1	Ease of skincare and cosmetic stores in building trust	0,896	0,5	Valid
X1.2	The convenience of skincare and cosmetic stores in building positive habits	0,849	0,5	Valid
X1.3	The convenience of skincare and cosmetic stores in building positive habits	0,866	0,5	Valid
X1.4	The ease with which skincare and cosmetic stores can create new things	0,863	0,5	Valid
X1.5	Skincare and cosmetic store speed in process development	0,894	0,5	Valid
X1.6	Ease of skincare and cosmetic stores in creating new methods	0,915	0,5	Valid
X1.7	Skincare and cosmetic store readiness to face challenges	0,905	0,5	Valid
X1.8	The courage of skincare and cosmetic stores in making decisions	0,926	0,5	Valid
X1.9	Speed of skincare and cosmetic stores in reducing risks	0,916	0,5	Valid
Competitive Advantage Variable				
X2.1	The suitability of product quality with the price offered by skincare and cosmetic stores	0,846	0,5	Valid

X2.2	Reliability of skincare and cosmetic stores in the products provided	0,808	0,5	Valid
X2.3	Suitability of skincare and cosmetic store product inventory with the market	0,765	0,5	Valid
X2.4	Reliability and accuracy of skincare and cosmetic stores in providing promised services	0,874	0,5	Valid
X2.5	Speed of skincare and cosmetic stores in assisting customers and providing services	0,903	0,5	Valid
X2.6	The care that skincare and cosmetic stores give to customers	0,887	0,5	Valid
X2.7	Patience of skincare and cosmetic store employees in providing services to customers	0,893	0,5	Valid
X2.8	Sufficient credibility of skincare and cosmetic store employees	0,891	0,5	Valid
X2.9	Speed and responsiveness of skincare and cosmetic store employees in carrying out tasks	0,804	0,5	Valid
X2.10	Ease of customers in remembering skincare and cosmetic store brands	0,819	0,5	Valid
X2.11	Ease of recognizing skincare and cosmetic store brands	0,934	0,5	Valid
X2.12	Skincare and cosmetic stores have a good reputation	0,908	0,5	Valid
X2.13	Number of direct sales channels owned by skincare and cosmetic stores	0,880	0,5	Valid
X2.14	Number of partnerships owned by skincare and cosmetic stores	0,854	0,5	Valid
X2.15	Number of marketing channels owned by skincare and cosmetic stores	0,817	0,5	Valid
Business Performance Variable				
Y1	Total revenue received by skincare and cosmetic stores per month	0,937	0,5	Valid
Y2	The intensity of transactions made by skincare and cosmetic stores per month	0,801	0,5	Valid
Y3	The amount of profit generated by skincare and cosmetic stores per month	0,928	0,5	Valid
Y4	Increased demand for more skincare and cosmetic products	0,904	0,5	Valid
Y5	High interest in shopping more at skincare and cosmetic stores	0,924	0,5	Valid
Y6	The amount of product inventory in skincare and cosmetic stores increased	0,927	0,5	Valid
Y7	Skincare and cosmetic stores have grown with the number of point of sale locations	0,943	0,5	Valid
Y8	The high number of channels for sales that skincare and cosmetic stores have	0,959	0,5	Valid
Y9	Increased number of partnerships with skincare and cosmetic stores	0,920	0,5	Valid
Y10	Ease of marketing location by skincare and cosmetic stores	0,952	0,5	Valid
Y11	Convenience of location that skincare and cosmetic stores have for marketing	0,853	0,5	Valid
Y12	Skincare and cosmetic stores have a wide range of marketing areas	0,840	0,5	Valid

Source: Results of Questionnaire Data Processing, 2024

Table 2. Reliability Testing Results

No.	Variables	r Count	r critica	Description
1	Entrepreneurship Orientation	0,984	0,7	Reliable
2	Competitive Advantage	0,973	0,7	Reliable
3	Business Performance	0,980	0,7	Reliable

The research data used by researchers in this study include primary data and secondary data, namely observation, interviews, questionnaires (questionnaires), literature studies and documentation. The data analysis technique used by researchers in this study is Structural Equation Modeling (SEM) using the PLS program. Data analysis is carried out after measuring attitudes or characteristics using a semantic defferential scale.

RESULTS AND DISCUSSION

Inner Model Processing Results

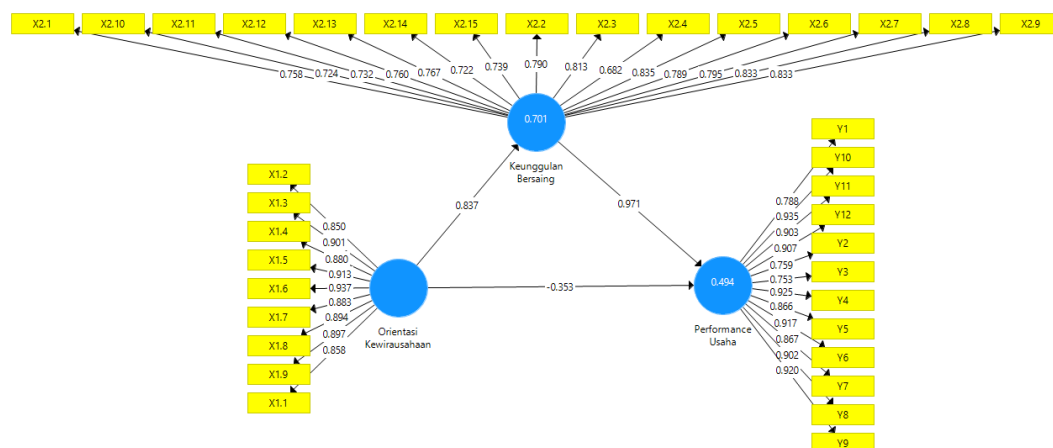
Table 3. R-Square

	R-Square
Competitive Advantage	0,701
Business Performance	0,494

Source: Processed by Researchers, 2024

Based on table 3 shows that the R-square value that the competitive advantage variable is influenced by entrepreneurial orientation by 70.1% and the business performance variable is influenced by entrepreneurial orientation and competitive advantage by 49.4%. This requires the effectiveness of mediating variables to improve business performance.

Hypothesis Test t


Figure 5. Research Model Test

Source: Processed by Researchers, 2024 (using SMART-PLS software)

Table 4. Hypothesis t

	Original Sample	Sample Mean	Standard Deviation	T Statistic
Competitive Advantage → Business Performance	0,971	0,988	0,202	4,799
Entrepreneurial Orientation → Competitive Advantage	0,837	0,845	0,031	27,001

Entrepreneurial Orientation → Business Performance	0,461	0,489	0,133	3,455
Entrepreneurial Orientation → Competitive Advantage → Business Performance	0,813	0,838	0,187	4,357

Source: Processed by Researchers, 2024 (using SMART-PLS software)

Based on table 4, it can be seen that the T statistic on the effect of entrepreneurial orientation on competitive advantage shows the highest t-statistic value of 27.001. Similarly, the entrepreneurial orientation variable on business performance has a significant effect of 4.799. The competitive advantage variable on strategic labor also has a significant effect but has the smallest number because the t-statistic value obtained is only 3.455. This shows that all variables in this study influence each other and are significant. Based on table 4.5, it can also be seen that the t-statistic on the role of competitive advantage mediates the relationship between entrepreneurial orientation and business performance has a significant value.

Table 5. Hypothesis Conclusion

	T-Statistic	Value of t table	Conclusion
Competitive Advantage → Business Performance	4,799	0,05	Hypothesis Accepted
Entrepreneurial Orientation → Competitive Advantage	27,001	0,05	Hypothesis Accepted
Entrepreneurial Orientation → Business Performance	3,455	0,05	Hypothesis Accepted
Entrepreneurial Orientation → Competitive Advantage → Business Performance	4,357	0,05	Hypothesis Accepted

Source: Processed by Researchers, 2024 (using SMART-PLS software)

The Effect of Entrepreneurial Orientation (X1) on Competitive Advantage (X2)

Hypothesis testing using SMART-PLS, can be seen based on the results of t count in table 5 which states that the Entrepreneurial Orientation variable (X1) on Competitive Advantage (X2) is 6.699. The t value is compared with the t table value which can be obtained from the t table from these provisions, the t table number is 0.05. Based on the results of the table, it can be seen that t count is greater than t table where the t value is $6.699 > t \text{ table } 0.05$. This can be interpreted that Entrepreneurial Orientation (X1) has a significant effect on Competitive Advantage (X2). This means that in increasing competitive advantage, it must first increase entrepreneurial orientation.

The Effect of Competitive Advantage (X2) on Business Performance (Y)

Based on hypothesis testing using SMART-PLS, it can be seen from the results of t count in table 5 which states that the Competitive Advantage variable (X2) on Business Performance (Y) is 0.815. The t value is compared with the t table value which can be obtained from the t table from these provisions, the t table number is 0.05. Based on the results of the table, it can be seen that the t count is greater than the t table where the t value is $0.815 > t \text{ table } 0.05$. This means that Competitive Advantage (X2) has a significant effect on Business Performance (Y).

Effect of Entrepreneurial Orientation (X1) on Business Performance (Y)

The effect of entrepreneurial orientation on business performance can be seen from the results of hypothesis testing. Based on hypothesis testing using SMART-PLS, it can be seen from the results of t count in table 5 which states that the Entrepreneurial Orientation variable (X1) on Business Performance (Y) is 1.771. The t value is compared with the t table value which can be obtained from the t table from these provisions, the t table number is 0.05. Based on the results of the table, it can be seen that t count is greater than t table where the value of t count is $1.771 > t \text{ table } 0.05$. This means that Entrepreneurial Orientation (X1) has a significant influence on Business Performance (Y).

Mediating Effect of Competitive Advantage (X2) in the Relationship of Entrepreneurial Orientation (X1) to Business Performance (Y)

The effect of mediation can be seen from the indirect effect on the test results using SMART-PLS which can be seen from the t count results in table 5 which states that the Competitive Advantage variable (X2) in the Entrepreneurial Orientation (X1) relationship to Business Performance (Y) has a value of 0.764. The calculated t value is compared with the t table value which can be obtained from the t table from these provisions, the t table number is 0.05. Based on the results of the table, it can be seen that the t count is greater than the t table where the t value is $0.764 > t \text{ table } 0.05$. This means that Competitive Advantage (X2) has a significant influence in mediating the relationship between Entrepreneurial Orientation (X1) and Business Performance (Y). However, because it has the smallest value compared to the others, the effectiveness of the competitive advantage variable as a mediating variable is not too great in influencing the relationship between entrepreneurial orientation and business performance.

CONCLUSIONS

Based on the research that has been done by researchers regarding the analysis of Entrepreneurial Orientation on Job Satisfaction through Competitive Advantage as a mediating variable, the following conclusions can be drawn:

1. The results of the analysis using SMARTPLS *software* state that entrepreneurial orientation has a direct and significant effect on business performance in skincare and cosmetic stores in Sukabumi. This means that skincare and cosmetic stores in Sukabumi in an effort to build business performance require the effectiveness of good entrepreneurial orientation which can be formed by several supporting dimensions and will be more effective when using mediating variables, namely competitive advantage. Apart from that, entrepreneurial orientation has a direct and significant effect according to tests conducted using SMARTPLS software on the resulting output on the competitive advantage of Skincare and Cosmetic Store in Sukabumi. This means that Skincare and Cosmetic Store in Sukabumi in an effort to build a good competitive advantage requires the effectiveness of a good entrepreneurial orientation that can be formed by several supporting dimensions, namely proactivity, innovation and risk-taking.
2. The results of the analysis state that work motivation has a direct and significant effect on business performance of skincare and cosmetic stores in Sukabumi. This can be interpreted that skincare and cosmetic stores in Sukabumi in an effort to improve business performance must be able to create competitive advantages that have a good impact and can be felt by skincare and cosmetic stores in Sukabumi, so as to maximize and increase job satisfaction.
3. Competitive advantage significantly mediates the relationship between entrepreneurial orientation and business performance of skincare and cosmetic stores in Sukabumi according to the bootstrapping test and the results of the analysis of direct and indirect effects on *structural equation modeling* (SEM) using SMARTPLS *software*. This suggests that to

improve business performance, business actors first build competitive advantages that have a good impact, so that the entrepreneurial orientation created by skincare and cosmetic stores in Sukabumi will be more effective in improving business performance.

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