

DOI: <https://doi.org/10.31933/dijms.v3i2>Received: 15th October 2021, Revised: 15th November 2021, Publish: 30th November 2021

MODEL OF MARKETING PERFORMANCE: ROLE OF INNOVATION CAPABILITY IN WOMEN ENTREPRENEURS

Ade Octavia¹⁾, Yayuk Sriayudha²⁾

¹⁾Fakultas Ekonomi dan Bisnis Universitas Jambi, ade_octavia@unja.ac.id

²⁾Fakultas Ekonomi dan Bisnis Universitas Jambi, yayuk.sriayudha@unja.ac.id

Corresponding Author: Yayuk Sriayudha²⁾

Abstract: The uniqueness and distinctive character of a woman, makes women prefer to run entrepreneurship. The ability of women entrepreneurs to develop product innovation provides a competitive advantage that can reflect marketing performance. Marketing performance as an important challenge in management as well as the key to the success of business actors as a result of market strategy. The purpose of study was to analyze a hypothetical model of women's entrepreneurial marketing performance. The specific objective of the study was to investigate the relationship between women's entrepreneurship and marketing performance mediated by the innovation capability of women entrepreneurs. The research design applied was a quantitative research design by forming a model and testing the model. A survey was conducted using a sample of 100 respondents of women entrepreneurs. A structured questionnaire was used to elicit information from the respondents and simple random sampling method was used to select the samples. In this study, partial least squares SEM (PLS-SEM) was used for data analysis.. The instrument that was validated and its reliability measured was analysed using descriptive and inferential statistics. The results of the study show that women's entrepreneurship have significant influence to marketing performance, both directly and indirectly, which is mediated by innovation capability. Recommendations were given to women entrepreneurs that they should be putting more emphasis on this relatively new approach of innovation capability thereby creating marketing performance.

Keywords: innovation, marketing performance, SMEs, women's entrepreneurship

INTRODUCTION

The increase in the number of women entrepreneurs has not had a significant effect on business performance, although various assistances from the government have been provided (Octavia, Sriayudha, et al., 2020). The existence of a unique and distinctive character of a woman, makes many women who run entrepreneurship (Abdul Rahman et al., 2016). Several discussions in the previous literature describe emotional intelligence as women in particular being a determinant of success and effective entrepreneurial leadership (Cabrera & Mauricio, 2017; Huq et al., 2020). Women entrepreneurs face greater challenges than men (Ahmed et al., 2019). These challenges are unique and more complex for women living in developing

countries. Women in developing countries struggle to gain access to finance, face socio-cultural challenges and experience low self-esteem from others. Data shows that the number of SMEs managed by women in Indonesia is increasing. In 2019 the number of women who work as entrepreneurs/entrepreneurs is 14.3 million people, an increase of 1.6 million people compared to 2015 which only amounted to 12.7 million people. Studies investigating how women view growth in established businesses and how this impacts their growth paths, suggest that their own views, their families, their businesses, and the larger environment can be determinants of which particular competency clusters are more valued (Huq et al., 2020). Furthermore, Ahmed et al (2019), women entrepreneurs who are engaged in business because of the push and pull factors to have independent jobs and stand on their own feet. This increase in the number of women entrepreneurs should be accompanied by an increase in high marketing performance. However, in reality, the performance is the opposite. Although the number of female entrepreneurs is large, the marketing performance of SMEs managed by women is not followed. Previous research found that there are several factors that affect business performance, namely the business environment, innovation, market orientation, entrepreneurial orientation, e-commerce and training (Cong et al., 2017; Fahad & Sohaib, 2016; Octavia, Indrawijaya, et al., 2020). Several studies have been conducted in profit-oriented companies and SMEs, however, testing of women's entrepreneurship variables, entrepreneurship awareness specifically for SMEs managed by women has not been widely carried out. While marketing is a major problem for SMEs.

Based on literature studies, the performance of SMEs is influenced by several factors. Entrepreneurial passion is a main characteristic of an entrepreneur which in theory is a result of entrepreneurial behavior. Research shows that passion is a key aspect of entrepreneurship and plays an important role in the business creation process and its outcomes (Cardon et al., 2009; Karimi, 2020). Although passion is very important for the creation and growth of a business and there is some empirical evidence regarding the influence of entrepreneurial passion on entrepreneurial behavior and performance (Biraglia & Kadile, 2017; Karimi, 2020), many studies barely reveal the most interesting questions about the extent and how passion in entrepreneurship can develop and influence the desires of people who are not formally active as entrepreneurs. Entrepreneurial habits are very important for business creation and growth (Suleiman Awwad & Kada Ali, 2012). This passion will shape entrepreneurial optimism related to entrepreneurs' judgments and decision making about their new ventures (Sherman et al., 2007).

Entrepreneurial alertness refers to a sense of paying attention to what is possible so as to better identify and assess opportunities (Ghobakhloo et al., 2015). The results of previous studies showed a significant relationship between entrepreneurial passion and entrepreneurship awareness (Roza et al., 2020) but have not studied the relationship between the two of women's entrepreneurial orientation innovation. Experts have long argued that innovation is gender biased (Audretsch et al., 2020). Researchers have also found a significant gap between male and female entrepreneurs due to possible bias against women. The literature shows there are gender differences in innovation including why women are less seen as inventors, innovators or entrepreneurs than men.

There can be no innovation for organizations without the ability to innovate. The ability of innovation to become a theoretical framework aims to describe the actions that can be taken to increase the success of innovation activities (Saunila & Ukko, 2014). Innovation capability is defined as an organization's ability to facilitate an innovative organizational culture to continuously innovate as a way of responding to a changing environment (Tseng et al., 2016). According to Yeşil & Doğan (Yeşil & Doğan, 2019), innovation ability also shows the ability of an organization to generate innovation through continuous learning, knowledge transformation, creativity, and exploitation of internal and external resources available within

the organization. Innovation ability and product positioning are variables that significantly influence competitive advantage and affect business performance (Chiu & Chen, 2016; Monika, 2016; Octavia, Sriyudha, et al., 2020). The ability of women entrepreneurs to develop new product innovations or improve the process by which products or services are accepted by the market provides a competitive advantage that can reflect the company's performance through increased sales or reduced costs (Delbufalo, 2017). The aims of this study are (1) to analyze the relationship between entrepreneurial passion, entrepreneurship awareness and women's entrepreneurship to innovation ability, (2) to analyze the relationship between innovation ability and entrepreneurial awareness to marketing performance and (3) to find a hypothetical model of marketing performance of SMEs managed by women.

TEORITICAL FRAMEWORK

Entrepreneurial Passion and Innovation Capabilty

Entrepreneurial passion is an experience in the form of intense positive feelings that can be accessed consciously through involvement in entrepreneurship related to a meaningful role as the identity of an entrepreneur (Karimi, 2020). Someone who has a passion will constantly think about realizing something that he wants, and will never stop before something happens. The way individuals feel and how the mood provides the experience will greatly influence several aspects of cognition and entrepreneurial behavior (Costa et al., 2018). Several researchers (Cardon et al., 2009; Karimi, 2020) concluded three distinct entrepreneurial passion identities related to various aspects of the entrepreneurial process, namely: (1) as an inventor, passionate about identifying, creating, and exploring new opportunities; (2) as a founder, who is passionate about the activities involved in creating a business to commercialize and exploit opportunities, and (3) as a developer, who is passionate about activities relevant to fostering, growing and expanding the business.

Passion metaphorically makes entrepreneurs able to face the limitations they face, able to overcome failures and challenges as a significant effort to successfully start a new business (Karimi, 2020). Furthermore, according to Costa (2018), entrepreneurial passion is increasingly attracting the attention of researchers as an affective state of entrepreneurship. Affective entrepreneurship in individuals has an impact on cognitive processes. Entrepreneurship has been defined as the result of individual innovation, passion, and persistence. As a result, the study of how one's emotions, traits, and personality predispose one to innovation and entrepreneurship has long been an area of focus in the extant entrepreneurship literature. Thus, the first hypothesis of this research is:

Hypothesis 1: Entrepreneur passion has a significant effect on the innovation capability of SMEs managed by women.

Entrepreneurial Alertness and Women Entrepreneurship

Alertness is a person's ability to identify opportunities that are overlooked by others. (Tang & Tang, 2018) defines vigilance as consisting of three distinct elements: scanning and searching for information, linking previously disparate information, and making evaluations of profitable business opportunities. The concept of vigilance in entrepreneurship has been further strengthened by entrepreneurial theory in recent years. Entrepreneurial awareness is the most important cognitive/psychological factor in recognizing entrepreneurial opportunities and is considered an important initial step in the entrepreneurial process (Chavoushi et al., 2020).

Mindfulness has an effect on personal behavior and this can help us to understand the relationship between entrepreneurial alertness and innovative entrepreneurs (Jiao et al., 2014).. Entrepreneurs reconfigure and recombine different resources with entrepreneurial awareness,

and provide direction to business development and facilitate innovative entrepreneurs. Thus, the second hypothesis of this research is:

Hypothesis 2: Entrepreneurial alertness has a significant effect on Women capability -run SME innovation

Women Entrepreneurship and Innovation Capability

One of the limitations in women's entrepreneurship research is the lack of a theoretical foundation. Research on women's entrepreneurship would benefit from theoretical insights into the gender processes that shape work settings, such as those developed in feminist theory (Huq et al., 2020). However, women's ambitions are often constrained by a lack of capital and assistance, the demands of motherhood, and the effects of sexism from their own male counterparts. Women's entrepreneurship, in particular, faces certain factors with unique effects in each phase of the process. It helps to recognize which factors are involved and the influence exerted by each, so that certain activities can be carried out and produce the desired impact on economic growth and social well-being (Cabrera & Mauricio, 2017).

It is important for the economy to have women who represent half of the population and who occupy roles in business organizations by bringing their distinctive adjectives to the fore, such as tense, risk-taking, success-focused, social, dynamic, independent, competitive, highly prepared and able to find their own skills and potential (Turkmen, 2015). Therefore, countries need to invest in women entrepreneurs to grow and develop their businesses. Women also have the same innovation ability as men. When we look at the data, Audretsch et al (2020) report that a survey of world bank companies for 75 developing countries reported that for 2007–2014, there were 19.86 percent of women-led companies that created new products in the market, while only 14.60 percent women-led company. Thus the third hypothesis of this study is:

Hypothesis 3: Women's entrepreneurship has a significant effect on the innovation ability of SMEs managed by women

Innovation Capability and Marketing Performance

Because innovation is so important to organizations, researchers and practitioners have long been interested in the question of what determines innovation in an organization. The ability to continuously transform knowledge and ideas into new products, processes and systems for the benefit of the company and its stakeholders (Yeşil & Doğan, 2019). Building innovation capabilities includes two concrete missions, namely (1) direct management of innovation projects and subsequent activities and (2) systematic management of capability development in organizations from a systems perspective. The American Society for Quality (ASQ) defines innovation in a business context as the successful conversion of new concepts and knowledge into new products, services, or processes that provide new customer value in the marketplace (Dolsen & Chinnam, 2017).

Furthermore, according to Delbufalo (2017), innovation capability is the ability to offer products or services, as well as implement new or improved processes. Measurement of marketing performance is a business process that provides performance feedback to organizations regarding marketers (Liang et al., 2018). Both academics and marketing practitioners consider marketing performance as an important challenge in management. Marketing performance is the key to business success as a result of market strategy. Good marketing performance expresses three main focuses, namely sales value, sales growth, and the market which is ultimately able to increase company profits (Farida, 2016).

Hypothesis 4. Innovation Capability has a significant effect on the marketing performance of SMEs managed by women

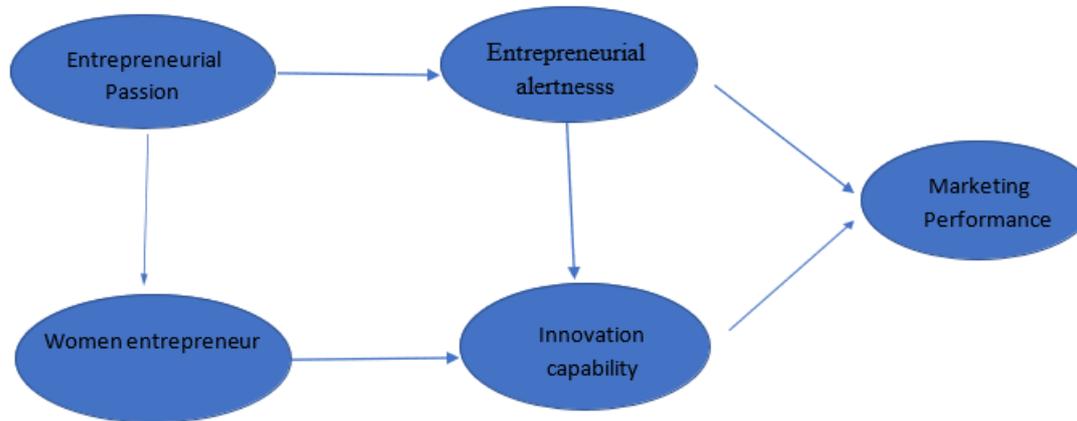


Figure 1. Conceptual Framework

METHODOLOGY

The research design applied was a quantitative research design by forming a model and testing the model. A survey was conducted using a sample of respondents of women entrepreneurs.. The instrument that was validated and its reliability measured was analysed using descriptive and inferential statistics. A structured questionnaire was used to elicit information from the respondents and simple random sampling method was used to select the samples. This design was chosen on the grounds that the measurement of this design is in accordance with the research objectives and is expected to achieve the desired goals. The population in this study were women entrepreneurs in Jambi Province. Data on the number of women entrepreneurs are unknown and unrecorded, but it is estimated that along with the increase in the number of MSMEs, the number of women entrepreneurs will also increase. So the determination of the number of samples is done by using the SEM statistical model, the minimum sample is 101 respondents. The consumer criteria used as samples are women entrepreneurs and are willing to be respondents. In this study, partial least squares SEM (PLS-SEM) was used for data analysis. SEM measurement with SmartPLS uses the outer model and inner model. Evaluation of the measurement model or outer model is done through Confirmatory Factor Analysis (CFA), by testing the validity by looking at the value of Loading Factor, Average Variance Extracted (AVE), Communality, and testing the reliability of the model by looking at the values of Cronbach's Alpha and Composite Reliability. Evaluation of the structural model or inner model aims to predict the relationship between latent variables by looking at the percentage of variance explained by looking at the R-Square value and the T-statistics value in the Path Coefficients Table, through the jackknifing or bootstrapping procedure first.

FINDING AND RESULT

Some of the reasons that encourage women to become entrepreneurs are the desire to increase income, provide financial stability for the family, achieve financial independence, and have more flexible working hours so that they can spend more time with their family. Although there are quite a number of women who want to be entrepreneurs, they have various challenges. For example, women lack business networking and marketing skills. While those who are just starting out cite lack of self-confidence, fear of failure and lack of understanding of how to get started as the biggest challenges.

Table 1. Socio-Demographic Characteristics

	Variables	Frequency	Percentage
Age (Years old)	18 – 25	39	38,6
	26 –33	13	12,9
	34–41	19	18,8
	42-49	13	12,9
	>50	17	16,8
Type of SMEs	Food/Beverages	59	58,4
	Handy Craft	2	2,0
	Fashion	21	20,8
	Farming	3	3,0
	Service	11	10,9
	Others	5	5,0
Education Level	Degree/Master	46	45,5
	Senior High School	37	36,6
	Junior High School	6	5,9
	Elementary	2	2,0
	Not attending formal education	10	9,9
Period time of running business	<5 years	67	66,3
	5-10 years	21	20,8
	> 10 years	13	12,9
Ownership	Private ownership	81	80,2
	Partnership	13	12,9
	Family ownership	7	6,9
Position in business	Owner	25	24,8
	Owner and Founder	74	73,3
	Manager	2	2,0
Number of labor	< 5 labors	80	79,2
	5-10 labors	16	15,8
	> 10 labors	5	5,0

Detailed socio-demographic characteristics of the respondents are offered in Table 1 total of 101 respondents were included in the sample. Greater than threequarters of the respondents were 18-25 years old. Most of respondents prefer to run food and beverages business. It contributed 58,4 percent. The highest level of education completed varied, with 45,5 percent having a degree/master certificate, 36,6 percent having high school certificate. Almost 66,3 percent of them running business in length of 5 years while 80,2 percent of respondent having private ownership.

Table 2. Measurement Model Evaluation

Variabel	AVE	Cronbach's Alpha	Composite Reability
Entrepreneurial alertnes	0.747	0.915	0.937
Innovation Capablity	0.593	0.771	0.853
Marketing Performance	0.703	0.894	0.922
Women entrepreneur	0.663	0.748	0.855
Entrepreneurial Passion	0.695	0.89	0.919

Validity analysis is described as the extent to which a set of measures precisely defines the concept. Whereas, reliability analysis measures the degree of uniformity among various dimensions of a variable it is calculated by cronbach's alpha coefficient. Table 2 shows the outcome of AVE, Cranach's alpha and composite reliability of all variables. The value of AVE must be above 0,50. All of variables are accepteble. Researchers have suggested that the value of cronbach's alpha for all variables must be above 0.60. The results of cronbach's alpha coefficient of all variables are above 0.60 it means that the all measures are reliabe. Furthermore, the result of Composire Reliability value also shown above 0,70 it means all of variables in this study are reliable.

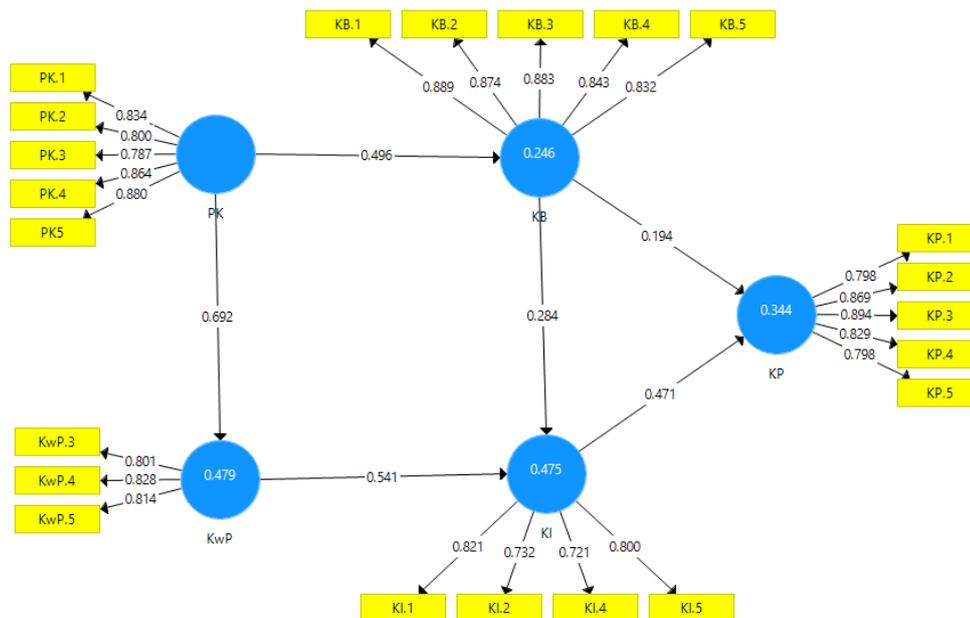


Figure 2. Research Hypothesis

The first research hypothesis (1a) states that entrepreneurial passion has a significant effect on women's entrepreneurship in SMEs. The results of the hypothesis test showed a statistical T value of 13,392 above the value of T 1.97 with a p value of 0.00. This means that there is a significant influence between entrepreneurship and women's entrepreneurship. Entrepreneurs have different roles when a business is formed (Baraldi et al., 2020). The passion of entrepreneurship must be owned by every entrepreneur. Entrepreneurs who have passion are entrepreneurs who feel good about their identity as business founders and consider that being a founder is an important part of themselves (Merieska & Meiyanto, 2019). The results of this study are in line with previous researchers, where female entrepreneurs who have a passion for entrepreneurship feel happier with the identity they have as female entrepreneurs (Roza et al., 2020). Understanding the passion of entrepreneurship is very important because understanding the opportunity of entrepreneurship is the choice of each individual not by chance alone. Furthermore, the next first hypothesis (1b) states that entrepreneurial passion has a significant effect on the innovation ability of women entrepreneurs. The results of the hypothesis test showed a statistical T value of 13,392 above thitung value of 1.97 with a p value of 0.00. This means that there is a significant influence between entrepreneurship and women's entrepreneurship. It is widely recognized that the field of entrepreneurial research concerns how new businesses are formed (Baraldi et al., 2020). The question "how is this new business formed" becomes interesting but complex to research, as nascent businesses arise from a

combination of heterogeneous elements and processes such as technology, business development processes, the role of entrepreneurs and relationships with markets. These things are closely related to innovation.

The second hypothesis of this study suspects that entrepreneurship vigilance has a significant effect on the ability of SME Innovation managed by women. The results of the hypothesis test showed a statistical T value of 3,507. The concept of entrepreneurship awareness has been used by many entrepreneurship theorists of the last few years (Chavoushi et al., 2020). The results suggest there is a significant link between entrepreneurial vigilance and innovation capabilities. According to research (Roza et al., 2020). Female entrepreneurs need entrepreneurship to help sharpen optimism and run a business. Kirzner (1979) inside (Tang (Tang & Tang, 2018) defines alertness as an individual's ability to identify opportunities overlooked by others. In its development an important component of vigilance is the assessment aspect that focuses on evaluating new changes, shifts, and information that reflect innovations and business opportunities with profit potential. Furthermore, Kirzner argues that in entrepreneurship vigilance there is an element of creativity and imaginative itndakan that will have an impact on transaction activities when entering the market. Furthermore, this study also suspects entrepreneurship vigilance has a significant effect on the marketing performance of women-run SME Innovation. Entrepreneurship vigilance is in the context of "opportunity" in the concept of entrepreneurship. Some researchers believe that the opportunity was discovered and created.

The third hypothesis of research is that researchers suspect that women's entrepreneurship has a significant effect on the innovation capabilities of women-managed SMEs. Previous studies have shown no difference between women's entrepreneurship and innovation ability but the results show a statistical T value that significantly shows an influence between the two variables. Women have great potential to become entrepreneurs. Of the many women entrepreneurs in Indonesia, most run businesses in the informal or semi-formal sector. One reason is because of the difficulty of getting into the formal sector. In addition, 62.4 percent of female entrepreneurs also started their business to meet the needs of life. Although the number of female entrepreneurs continues to increase, there are several factors that are inhibiting, one of which is access to empowerment and technology literacy. Open access to empowerment and access to the use of technology becomes the main capital so that women entrepreneurs in Indonesia can continue to develop their business. The role of women as business leaders and digital innovators often hasn't gained enough recognition. In fact, development basically requires the participation of everyone, including women. The technology aspect provides opportunities to support women's empowerment efforts, especially to open up spaces and opportunities for women to develop their abilities and potential in their fields.

Furthermore, researchers suspect that innovation capabilities have a significant effect on the marketing performance of women-run SMEs. The results of the hypothesis test showed a statistical T value of 4.887 above the value of T 1.97 with a p value of 0.00. This means that there is a significant influence between innovation ability and marketing performance. The results are in line with research from Zulfikar (2019) which found the ability of innovation has a significant effect on marketing performance both directly and indirectly through value creation. Innovation ability is the ability to offer new products or efforts to improve a product or service, as well as implement new or better processes (Delbufalo, 2017). Innovation is the most important determinant of organizational performance. Several studies have examined the relationship between innovation and company performance (Calantone, Cavusgil & Zhao 2002; Saunila & Ukko, 2014). Studies on organizational innovation and performance also found that innovation and overall organizational performance were positively correlated. Also in the context of SMEs, innovation capabilities improve the performance of the company.

REFERENCES

- Abdul Rahman, R., Muhammad, A. D., Ahmed, S., & Amin, F. (2016). Micro-entrepreneurs' intention to use Islamic micro-investment model (IMIM) in Bangladesh. *Humanomics*, 32(2), 172–188. <https://doi.org/10.1108/H-02-2016-0020>
- Ahmed, J. U., Ahmed, A., Hoque, M. T., Majid, M. A., & Chhikara, R. (2019). Women entrepreneurs fast food business: a case study on challenging social prejudice through entrepreneurship. *Small Enterprise Research*, 26(3), 307–319. <https://doi.org/10.1080/13215906.2019.1671216>
- Audretsch, D. B., Belitski, M., & Brush, C. (2020). Innovation in women-led firms: an empirical analysis. *Economics of Innovation and New Technology*, 0(0), 1–21. <https://doi.org/10.1080/10438599.2020.1843992>
- Biraglia, A., & Kadile, V. (2017). The Role of Entrepreneurial Passion and Creativity in Developing Entrepreneurial Intentions: Insights from American Homebrewers. *Journal of Small Business Management*, 55(1), 170–188. <https://doi.org/10.1111/jsbm.12242>
- Cabrera, E. M., & Mauricio, D. (2017). Factors affecting the success of women's entrepreneurship: a review of literature. *International Journal of Gender and Entrepreneurship*, 9(1), 31–65. <https://doi.org/10.1108/IJGE-01-2016-0001>
- Cardon, M. S., Wincent, J., Singh, J., & Drnovsek, M. (2009). The nature and experience of entrepreneurial passion. *Academy of Management Review*, 34(3), 511–532. <https://doi.org/10.5465/AMR.2009.40633190>
- Chavoushi, Z. H., Zali, M. R., Valliere, D., Faghih, N., Hejazi, R., & Dehkordi, A. M. (2020). Entrepreneurial alertness: a systematic literature review. *Journal of Small Business and Entrepreneurship*, 0(0), 1–30. <https://doi.org/10.1080/08276331.2020.1764736>
- Chiu, C. N., & Chen, H. H. (2016). The study of knowledge management capability and organizational effectiveness in Taiwanese public utility: the mediator role of organizational commitment. *SpringerPlus*, 5(1). <https://doi.org/10.1186/s40064-0163173-6>
- Cong, C., Dempsey, M., & Xie, H. M. (2017). Political skill, entrepreneurial orientation and organizational justice: A study of entrepreneurial enterprise in China. *International Journal of Entrepreneurial Behaviour and Research*, 23(1), 20–34. <https://doi.org/10.1108/IJEER-05-2015-0103>
- Costa, S. F., Santos, S. C., Wach, D., & Caetano, A. (2018). Recognizing Opportunities across Campus: The Effects of Cognitive Training and Entrepreneurial Passion on the Business Opportunity Prototype. *Journal of Small Business Management*, 56(1), 51–75. <https://doi.org/10.1111/jsbm.12348>
- Delbufalo, E. (2017). The effects of suppliers' trust on manufacturers' innovation capability: an analysis of direct versus indirect relationships. *Production Planning and Control*, 28(14), 1165–1176. <https://doi.org/10.1080/09537287.2017.1350766>
- Dolsen, M., & Chinnam, R. B. (2017). Developing innovation capability in a mass production organization. *Journal of Enterprise Transformation*, 8289(December), 1–23. <https://doi.org/10.1080/19488289.2017.1409297>
- Fahad, F. A., & Sohaib, O. (2016). Enhancing innovative capability and sustainability of Saudi firms. *Sustainability (Switzerland)*, 8(12), 1–17. <https://doi.org/10.3390/su8121229>
- Farida, N. (2016). Determinants of Marketing Performance: Innovation, Market Capabilities and Marketing Performance. *Jurnal Dinamika Manajemen*, 7(1), 59. <https://doi.org/10.15294/jdm.v7i1.5759>
- Fatoki, O., & Oni, O. A. (2015). The Impact of Entrepreneurial Alertness on the Performance of Immigrant-owned Enterprises in South Africa. *Journal of Economics*, 6(3), 219–225. <https://doi.org/10.1080/09765239.2015.11917611>

- Ghobakhloo, M., Hong, T. S., & Standing, C. (2015). B2B E-commerce success among small and medium-sized enterprises: A business network perspective. *Journal of Organizational and End User Computing*, 27(1), 1–32. <https://doi.org/10.4018/joeuc.2015010101>
- Huq, A., Tan, C. S. L., & Venugopal, V. (2020). How do women entrepreneurs strategize growth? An investigation using the social feminist theory lens. *Journal of Small Business Management*, 58(2), 259–287. <https://doi.org/10.1080/00472778.2019.1659679>
- Jiao, H., Cui, Y., Zhu, Y., & Chen, J. (2014). Building entrepreneurs' innovativeness through knowledge management: the mediating effect of entrepreneurial alertness. *Technology Analysis and Strategic Management*, 26(5), 501–516. <https://doi.org/10.1080/09537325.2013.872774>
- Karimi, S. (2020). The role of entrepreneurial passion in the formation of students' entrepreneurial intentions. *Applied Economics*, 52(3), 331–344. <https://doi.org/10.1080/00036846.2019.1645287>
- Liang, X., Gao, Y., & Ding, Q. S. (2018). “What you measure is what you will get”?: Exploring the effectiveness of marketing performance measurement practices. *Cogent Business and Management*, 5(1), 1–12. <https://doi.org/10.1080/23311975.2018.1503221>
- Monika, S. (2016). *BARRIERS FOR COOPERATION BETWEEN SMALL ENTERPRISES AND THEIR ENVIRONMENT . THE CONTEXT OF INNOVATIVENESS POLISH SMALL ENTERPRISES*. December, 9–10.
- Najib, M., Septiani, S., & Nurlaela, S. (2020). The role of innovation, entrepreneurial self-efficacy and local uniqueness on marketing performance in small and medium-sized restaurants. *Journal of Foodservice Business Research*, 23(6), 499–519. <https://doi.org/10.1080/15378020.2020.1803687>
- Octavia, A., Dahmiri, D., Wijaya, P., & Sriayudha, Y. (2020). The Moslema entrepreneurship and product innovation: Its impact on market orientation and performance of small and medium enterprises. *Jurnal Perspektif Pembiayaan Dan Pembangunan Daerah*, 8(4), 397–404. <https://doi.org/10.22437/ppd.v8i4.10702>
- Octavia, A., Damayantie, N., Sriayudha, Y., & Ali, H. (n.d.). *Women Entrepreneurship and Innovation Capability : Influence on Competitive Advantage of SMEs Batik Jambi*. 25(9), 3947–3961.
- Octavia, A., Hasbullah, H., & Sriayudha, Y. (2020). Development Model of Social Media Marketing – Consumer Loyalty Mediated By Brand Equity and Consumer Response To Fashion Branded Products. *Dinasti International Journal of Digital Business Management*, 2(1), 20–29. <https://doi.org/10.31933/dijdbm.v2i1.633>
- Octavia, A., Sriayudha, Y., & Ali, H. (2020). Innovation capability and supply chain management: Empirical study of Indonesian traditional herbal medicine products. *International Journal of Supply Chain Management*, 9(1), 601–608.
- Roza, S., Sriayudha, Y., & Octavia, A. (2020). Entrepreneurial Passion, Entrepreneurial Alertness and Islamic Entrepreneurial Orientation: Its Application To the Muslimah Entrepreneur. *Dinasti International Journal of Education Management And Social Science*, 2(2), 254–265. <https://doi.org/10.31933/dijemss.v2i2.654>
- Saunila, M., & Ukko, J. (2014). Intangible aspects of innovation capability in SMEs: Impacts of size and industry. *Journal of Engineering and Technology Management - JET-M*, 33, 32–46. <https://doi.org/10.1016/j.jengtecman.2014.02.002>
- Sherman, H., Shuart, J., & Weinstein, L. (2007). *New England Journal of Entrepreneurship*. *New England Journal of Entrepreneurship*, 10(2), 5.
- Suleiman Awwad, M., & Kada Ali, H. (2012). Emotional intelligence and entrepreneurial orientation: The moderating role of organizational climate and employees' creativity. *Journal of Research in Marketing and Entrepreneurship*, 14(1), 115–136. <https://doi.org/10.1108/14715201211246869>

- Tang, Z., & Tang, J. (2018). Stakeholder Corporate Social Responsibility Orientation Congruence, Entrepreneurial Orientation and Environmental Performance of Chinese Small and Medium-sized Enterprises. *British Journal of Management*, 29(4), 634–651. <https://doi.org/10.1111/1467-8551.12255>
- Tseng, C. Y., Lin, S. C., Pai, D. C., & Tung, C. W. (2016). The relationship between innovation network and innovation capability: a social network perspective. *Technology Analysis and Strategic Management*, 28(9), 1029–1040. <https://doi.org/10.1080/09537325.2016.1181739>
- Turkmen, M. (2015). The effect of women entrepreneur problems on self-entrepreneurship characteristics. *Anthropologist*, 20(3), 643–650. <https://doi.org/10.1080/09720073.2015.11891768>
- Yeşil, S., & Doğan, I. F. (2019). Exploring the relationship between social capital, innovation capability and innovation. *Innovation: Organization and Management*, 21(4), 506–532. <https://doi.org/10.1080/14479338.2019.1585187>