



THE ROLE OF THE GOVERNMENT IN STRATEGIC MANAGEMENT AND ORIENTATION OF ENTREPRENEURSHIP TO SMALL MEDIUM ENTERPRISE BUSINESS PERFORMANCE

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AUTHORS' CONTRIBUTIONS

This work was carried out in collaboration between both authors. Both authors read and approved the final manuscript.

Received: 24 November 2020

Accepted: 28 January 2021

Published: 22 February 2021

Original Research Article

ABSTRACT

Empowerment of Micro, Small and Medium Enterprises is very strategic because of its great potential in driving the community's economic activities, and at the same time becomes the source of income for most of the community in improving their welfare. The role of government is necessary to be able to improve the performance of these SMEs. This study aims to determine and analyze the effect of strategic management and entrepreneurial orientation on the performance of small and medium businesses, both directly and through the role of government. The population in this research are small and medium entrepreneurs in the city of Pekanbaru. The sampling technique used was accidental sampling with a total of 60 respondents. To process data that has been obtained from questionnaires and test hypotheses using Partial Least Square (PLS) analysis techniques. The results of this study indicate that strategic management strengthened by the government will have a positive and significant impact on the performance of SMEs. Meanwhile, entrepreneurial orientation, strengthened by the role of government, also has a positive and significant effect in improving the performance of SMEs. Likewise, the direct influence of strategic management and entrepreneurial orientation on the performance of SMEs. Their influence has a positive and significant effect.

Keywords: Strategic; orientation; entrepreneurship; small medium enterprise.

1. INTRODUCTION

The welfare of the Indonesian people is the responsibility of the state, which is compiled based on cooperation based on the principle of kinship and also produces research results that connect the lives of many people in each country [1]. Other parties involved and participating in improving the performance of the community are those who are able to support both individuals and groups or

organizations. Micro, Small and Medium Enterprises (MSMEs) are small-scale community economic activities with business sectors that are entirely small business activities and need to be protected in the interests of unfair business competition [2].

The enormous potential in community economic mobilization activities is obtained from the empowerment of MSME. Aside from the amazing business resilience, the Small Medium Enterprise

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sector, which so far has not taken into account its existence, has a strategic economic role as in terms of employment [3]. The workforce, which grows 97% in Indonesia every time, is absorbed by MSME, only 3% of the workforce is absorbed by large businesses. This shows that it is something that must be seriously empowered by various parties, including the Government [4].

In achieving the maximum performance of this MSME, various factors that influence that performance are needed. The success of the small-scale industry to penetrate the global market or face imported products in the domestic market is determined by the ability of the small-scale industry players to develop their business products so that they can still exist. The main weakness of developing small and medium businesses in Indonesia is due to the lack of human resource skills [5].

Besides, one solution that can be given concerning problems faced by SMEs is through resource-based business management because with such management the company can create special competencies [6,7] and provide strategic choices to achieve competitive advantage sustainable [8]. The achievement of sustainable competitive advantage is inseparable from the resource-based view that directs the company's management to identify, master and develop strategic resources to produce optimal performance [9].

Small and medium scale businesses in Indonesia are difficult to develop in the market quality because they face several internal problems, namely the low quality of human resources such as lack of skilled human resources, lack of entrepreneurial orientation, low mastery of technology and management, lack of information and low market orientation. Two of the many internal problems faced by MSMEs are strategic management and entrepreneurial orientation which are also of great concern in many studies.

Strategic management is a plan prepared and managed by taking into account various sides with the aim that the effect of the plan can have a positive impact on the organization in the long term [10]. The application of management has a high correlation with business results [11]. Strategic planning is believed to be able to encourage organizations to achieve better performance [12]. The internal variables became the driving force for the performance of MSMEs, namely from the strategic management of SMEs themselves [13]. It is recommended that SMEs should focus more on strategic management such as training, the recruitment process, basic capital, profits and jobs because it is the centre of SME performance and sustainable development.

On the other hand, entrepreneurial orientation has a positive and significant effect on business strategy [14]. Likewise, Entrepreneurial competence (Initiative and enterprises, Planning and Organizing, technology) and entrepreneurial orientation had a positive and significant effect on performance [3]. Entrepreneurial orientation is a company orientation that has a principle of efforts to identify and exploit opportunities [15]. Entrepreneurial orientation as an orientation to be the first in terms of innovation in the market have an attitude to take risks and be proactive towards changes that occur in the market. The companies that have an entrepreneurial orientation will have the ability to innovate more strongly than other companies [16]. Entrepreneurship with a strong orientation will be more daring to take risks and not just stick to past strategies [15]. In a dynamic environment such as the current entrepreneurial orientation is clearly very important for the survival of the company. Entrepreneurial orientation can have a large impact on business performance [17].

Identifies company initiatives related to innovation, the courage to take risks, and the activeness of an important role in entrepreneurship, by capturing specific aspects of entrepreneurship both in the style of decision making, methods, and practice in company operations [18,19] so that it can lead to increased business performance [20,21]. The findings reported by [14] and [22] show that entrepreneurial orientation (EO) has a positive and significant relationship to business performance. In addition, entrepreneurial ability which is reflected in managerial behaviour as an important determinant to increase business growth or business performance [23,24]. The government in this study is a moderating variable that will affect the relationship between independent and dependent variables. The role of the government is focused on the strategy and policies, regulations and assistance issued by the government for Micro and Small and Medium Enterprises.

1.2 Small and Medium Enterprises Performance

Business performance is used to measure the impact of the company's strategy. The company's strategy is always directed to produce performance, whether in the form of marketing performance e.g market share, sales volume, and sales growth rates, or financial performance using financial ratios such as leverage ratios, profitability, liquidity ratios, and efficiency ratios, and market value ratios [25]. Measurement of financial performance generally uses profitability to measure the effectiveness of management as indicated by the comparison between profits generated from sales with company investment.

Procedure for measuring the performance of small and medium industries can be done by evaluating respondents' perceptions based on a Likert scale of several financial measures, e.g the level of sales, gross profit, sales growth, profit-on-sales ratio, return on capital, and net operating income. Thus, the measurement of business performance will depend on how valid these measurements are following the performance achieved by small and medium industries [21]. Performance is seen from the level of achievement or realization of the company in a certain period. Getting profits and can grow can be achieved if the company has good performance is the company's goal [14]. Company performance can be seen from the level of profit, sales level, turnover rate, capital return and market share achieved.

The company's strategy is always directed to produce good marketing performance e.g sales volume, sales growth rates and also good financial performance. This causes a variety of performance measurements in business research continues to grow based on varying indications. Accounting ratios and marketing measures are two broad groups of company performance indicators, but these indicators have been widely criticized because they are not accurate enough to explain things that are intangible and are often not appropriate for assessing sources of competitive advantage. The resource-based strategy perspective suggests measurement by combining financial and non-financial performance measures for true economic benefits.

1.3 Government

The implementation of good governance is a prerequisite for every government to realize community appreciation and achieve the goals and ideals of the nation and state. In this framework, it is necessary to develop and implement an appropriate and clear system of responsibility so that the implementation of government and development can take place effectively, cleanly and responsibly, and free from Corruption, Collusion and Nepotism [26].

Government is a complex phenomenon and develops along with the development of this world. It becomes meaningful when it can give the widest possible meaning to the benefit of many people. This condition requires that the government be able to develop as a way of managing a shared life that is beneficial and universally accepted by society through a fair and equitable distribution of values.

Government is an initial phenomenon and its development is always related to the relationship between governing and governed. This simple

expression turns out in practice to be a complex understanding and has had a profound influence on the life order of the State government in recent times.

As we all know, in the study of political science, the phenomenon of government is an inseparable part of power. The term government (government) and all forms of its implications are at the heart of the study of political science, thus one of the reasons why the science of government, in general, is difficult to escape from the shadow of political science [27].

1.4 Strategic Management

Strategy becomes a fundamental framework in which an organization will be able to express its vital continuity, while at the same time it will have the power to adapt to an ever-changing environment. Strategy management is a term that is widely used to describe the decision process. This will be defined briefly. Strategic management is that set managerial decision and action that determines the long-run performance of the corporation, it includes a scanning environment, strategic formulation, strategic implementation, evaluation, and control [28]. Strategic management is a stream of decisions and actions which development of effective strategies to help achieve corporate objectives. If interpreted freely, strategy management is many decisions and actions that lead to the preparation of a strategy or some effective strategies to help achieve the company's goals [10].

1.5 Entrepreneurship Orientation

Many people can act like personal characteristics of an entrepreneur. But only those who have an entrepreneurial character can use it to achieve business success. These results will be determined by personality traits and entrepreneurial philosophy which are the tips in conducting business activities. Researchers and practitioners have used different concepts to identify entrepreneurial ideas in organizations. Concepts such as intrapreneurship [29,30], corporate entrepreneurship [21], stand-alone companies [31], internal corporate entrepreneurship [32], furthermore the term entrepreneurial orientation [15,21] have been used to describe entrepreneurship as organizational behaviour [33].

One who is involved in product-market innovation, doing a little risky business, and first came up with 'proactive innovation, as well as giving a blow to beating competitors. Entrepreneurial orientation can be determined based on three dimensions, namely proactive, innovative and risk-seeking [16]. Entrepreneurial orientation is creating something new

and different, the same as creating value for themselves and their environment [34].

Entrepreneurial orientation has three main characteristics, namely innovation, risk-taking, and proactivity [21]. The entrepreneurial orientation is shown by the extent to which top managers tend to take risks related to business (risk dimension), support change and innovation to gain a competitive advantage for their company (innovation dimension), and compete aggressively with other companies (proactive dimension). Entrepreneurial orientation (entrepreneurial orientation) is related to psychometric aspects as seen from its innovation, proactive nature and courage to take risks. From these three dimensions, one can see the entrepreneurial orientation. Entrepreneurial orientation refers to a corporate orientation strategy to obtain the style, practice and methods of decision making. Furthermore, the entrepreneurial orientation also reflects how a company operates compared to what was planned [15].

Innovation, risk-taking, and proactivity form a unique contribution to the entrepreneurial orientation of a company [15]. The entrepreneurial level of a company is the total number of the three subdimensions where a company that is truly "entrepreneurial" will display a high level of each of the subdimensions. In this case an aggregate measurement of the concept of entrepreneurial orientation based on the assumption that all three sub-dimensions (innovation, proactivity, and risk-taking) make the same contribution to the overall level of entrepreneurial orientation of the company in all situations [35]. However, several studies on entrepreneurship state that each of these subdimensions is likely to make a unique contribution to the entrepreneurial conditions of a company [15].

2. METHODOLOGY

The study was conducted quantitatively by distributing questionnaires to respondents or small and medium traders in Pekanbaru. The method of collection using surveys and observations. The sample size is taken, referring to the opinion that to meet the appropriate sample criteria determined by using SEM (Structural Equation Modeling) is between 100 – 200 [36]. So the maximum number of samples used is 100 respondents. Of the 100 questionnaires distributed, there were 40 questionnaires that did not meet the requirements, because the answers given were incomplete and there were outlier data, so the research sample used was 60 respondents.

To support the research that the author did, the authors collected two different types of data, namely; primary data is data obtained directly from research respondents. This data is taken based on a questionnaire distributed to small and medium entrepreneurs in Pekanbaru city using a purposive sampling technique. Primary data taken is in the form of respondent identity and problem assessment related to strategic management, the orientation of entrepreneurship, business performance, and government support. Furthermore, based on the primary data that has been collected, it is used as a reference or basis for conducting discussions in this study. Meanwhile, secondary data is supporting data taken from literature and statistics data [37].

The data collection method is intended to obtain relevant materials, accurate and reliable. The data collection technique used in this study is a survey, which is a technique of collecting information by compiling a list of questions or questionnaires to the respondents. Then made observations, namely data collection techniques carried out by conducting research directly in the field, namely seeing, observing and recording data [38].

In analyzing data to test hypotheses H1 - H5, the analysis tool used is Partial Least Square (PLS). Data analysis tools used to test hypotheses are using Partial Least Square (SEM-PLS) from the WarpPLS application.

3. RESULTS AND DISCUSSION

Profile of respondents intended to determine the composition of respondents who participated in this study, especially information about small and medium traders in the city of Pekanbaru. Composition of respondents based on gender, age, education, and business experience.

3.1 Evaluation of Measurement Model (Outer Model)

The measurement model (outer model) illustrates the relationship between the indicator and its latent variable. Evaluation of the measurement model includes construct validity and construct reliability. Construct validity is a form of testing that wants to know the correlation between the contract and the indicator. The construct validity test consists of convergent validity using the loading factor at cross-loading and discriminant validity using the square root of average variance extracted (AVE). The convergent validity test results can be seen in the Table 2.

Table 1. Profile of respondents

Profile	Frequency	%
Gender		
Male	46	77
Female	14	23
Age		
under 20 years	5	8
20 years to 30 years	19	32
31 years to 40 years	25	42
41 years to 50 years	9	15
Over 50 years	2	3
Education		
Under high school	28	47
Senior High School Equivalent	32	53
Business Experience		
under 1 years	14	23
1 years to 5 years	19	32
over 5 years	27	45

Table 2. Convergent validity test results based on cross loading

	Strategic Management	Entrepreneurship Orientation	SME's Performance	Government
X1.1	(0.756)	0.127	-0.190	0.020
X1.2	(0.734)	-0.148	0.234	0.024
X1.3	(0.733)	0.020	-0.035	0.080
X1.4	(0.783)	-0.190	0.009	0.099
X1.5	(0.721)	0.143	-0.140	-0.319
X1.6	(0.418)	0.103	0.217	0.147
X2.1	0.115	(0.875)	-0.361	-0.043
X2.2	0.029	(0.946)	-0.148	0.027
X2.3	-0.221	(0.577)	0.790	0.021
Y1	-0.174	0.122	(0.857)	0.040
Y2	0.231	0.183	(0.845)	0.070
Y3	-0.181	-0.194	(0.675)	0.005
Y4	0.055	0.133	(0.917)	-0.045
Y5	0.100	-0.073	(0.848)	-0.066
Y6	-0.070	-0.225	(0.841)	0.000
Z1	0.058	0.318	-0.091	(0.498)
Z2	-0.060	-0.063	-0.026	(0.709)
Z3	0.121	0.095	-0.061	(0.792)
Z4	-0.172	-0.033	0.346	(0.806)
Z5	0.071	-0.102	0.057	(0.732)
Z6	0.041	-0.145	-0.103	(0.601)
Z7	-0.096	-0.102	-0.307	(0.742)

In testing the convergent validity based on cross-loading will be declared valid if the loading factor value is above 0.70 (Hair et al., 2013). Based on table that from the cross-loading test there are several indicators that are invalid because the value is below 0.70. The invalid indicators are X1.6, X2.3, Y3, Z1 and Z6. With known invalid indicators, then for subsequent analysis with PLS, all invalid indicators are dropped (not used for further analysis). While the results of discriminant validity testing can be seen in the Table 3.

From the results of the discriminant validity test in the table, it can be concluded that the discriminant validity has been fulfilled, ie the value is above 0.50 and the root of AVE in the diagonal column is greater than the correlation between constructs in the same column other than diagonal (off-diagonal). After testing the validity, the results of the construct reliability test for this study are presented in the Table 4.

Table 3. Testing Discriminant Validity based on square roots Average Variance Extracted (AVE)

	X1	X2	Y	Z	Z*X1	Z*X2
X1	(0.702)	0.167	0.503	0.042	-0.112	0.142
X2	0.167	(0.815)	0.559	-0.005	0.114	0.350
Y	0.503	0.559	(0.834)	-0.123	0.168	0.366
Z	0.042	-0.005	-0.123	(0.705)	-0.281	0.023
Z*X1	-0.112	0.114	0.168	-0.281	(0.519)	0.070
Z*X2	0.142	0.350	0.366	0.023	0.070	(0.542)

Table 4. Construction reliability testing

	Strategic Management	Entrepreneurship Orientation	SME's Performance	Government
Composite reliab.	0.849	0.851	0.931	0.871
Cronbach Alpha	0.785	0.729	0.910	0.825
Full collin.VIF	1.461	1.556	2.178	1.113

Table 5. R Square (R²)

Variabel	R-square
X1 – Strategic Management	-
X2 – Entrepreneurship Orientation	-
Y – SME's Performance	0,492
Z – Government	-

The results show that the composite reliability and Cronbach alpha meet the requirements above 0.60. Likewise, the value of full collinearity VIF is lower than 3.3. So, it can be concluded that the construct in this study is reliable. So overall, the results of the measurement model (outer model) of the contract have met the requirements for further analysis.

3.2 Evaluation of Structural Model (Inner Model)

The R² values generated on the SmartPLS output are shown in the following Table 5.

Based on the table, it can be concluded that the Strategic Management, Entrepreneurship and

Government Orientation variables can explain the variance that occurs in the variable performance of small and medium traders in the city of Pekanbaru by 0.492 or 49.2%, the rest 50.8% is influenced by other factors not contained in the research model.

Structural model is a model built by the relationship between latent / construct variables whose indicators have been tested by analyzing the level of validity of the indicators forming the latent variables tested. Analysis of the results of data processing at the full PLS model stage was carried out by carrying out the suitability test and statistical test. The results of data processing for the full PLS model analysis are shown in the Fig. 1.

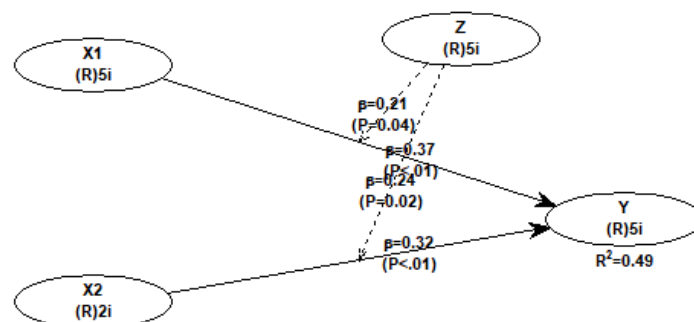


Fig. 1. Structural output model

From the structural model obtained from WarpPLS output, we can show the influence of one latent variable with another by looking at the probability (P) with a p-value <0.05. When p value <0.05, the latent variable has a significant effect on other latent variables. Conversely, when p value > 0.05, the latent variable does not have a significant effect on other latent variables. Meanwhile, to find out the magnitude of influence can be seen from the coefficient values. For more detailed structural models and coefficient values for each path in the construct as described can be seen in the following Table 6.

3.3 Moderation Effect

The influence analysis is intended to see how strong the influence of a variable is with other variables both directly and moderately. The interpretation of these results will have important meanings in determining clear strategies in improving Strategic Management, Entrepreneurship Orientation and Government to improve performance. The calculation of the direct and moderation effects of exogenous variables on endogenous variables in this study was conducted to find which variables were appropriate to be used in improving the performance of Small and Medium Enterprises in Pekanbaru City.

From the Table 6 it can be seen that the Strategic Management variable has a greater direct effect on the Performance variable at 37.5 per cent compared to the Entrepreneurship Orientation variable at 32.2 per cent.

In this research model the moderation effect is also measured, namely the influence of the Strategic Management moderated by the Government on the performance and the influence of the Entrepreneurship Orientation moderated by the Government on the performance, as shown in the following Table 7.

Based on the results of the WarpPLS 5.0 output shown in the table, it can be seen that the moderating effect of Government variables in strengthening the Strategic Management variable on the SME performance variable is 20.8 per cent. While the moderating effect of Government variables in strengthening the Entrepreneurship Orientation variable on the SME performance variable was 24.5 per cent.

From the results of the analysis conducted in this study, it can be concluded that the direct influence of Strategic Management and Entrepreneurship Orientation on the performance of SMEs plays a role in improving SME performance. To improve the performance of SMEs, companies can also implement Government optimally. This can have an effect on improving performance both directly and through the Government's role as moderation.

Hypothesis test: Based on the test results of the significance of the direct effect and moderation, the conclusions of acceptance of the hypothesis in this study can be summarized as follows:

Table 6. Direct effect

Path coefficients	Strategic Management (X1)	Entrepreneurship Orientation (X2)
	Strategic Management (X1) Entrepreneurship Orientation (X2) SME's Performance (Y) <i>P Value</i>	0.375
Strategic Management (X1) Entrepreneurship Orientation (X2) SME's Performance (Y)	<0.001	0.004

Table 7. Effect of moderation

Path coefficient	Government (Z) * Strategic Management (X1)	Government (Z) * Entrepreneurship Orientation (X2)
	SME's Performance (Y) <i>P values</i>	0.208
SME's Performance	0.044	0.022

Table 8. Research hypothesis testing

Hypothesis	Statement	p-value	Results
H 1	Strategic Management strengthened by the Government has a positive and significant effect on the performance of SMEs	0.044	Accepted
H 2	Entrepreneurship orientation is strengthened with the Government having a positive and significant effect on the performance of SMEs	0,022	Accepted
H 3	Strategic Management has a positive and significant effect on the performance of SMEs	<0.001	Accepted
H 4	Entrepreneurial Orientation has a positive and significant effect on SME performance	0.004	Accepted

Strategic management has a direct and positive effect on the performance of SMEs. Likewise, entrepreneurial orientation can have a significant direct effect in creating optimal SME performance. The results show that there is a moderating role for government variables that can encourage the influence of strategic management and entrepreneurial orientation on the performance of SMEs. This means that the government's efforts to improve the performance of SMEs through strategic management and entrepreneurial orientation can be felt sustainably. The results of this study are in line with research [9,11,12,13]. with the results that the role of government means in improving SMEs through strategic management and entrepreneurial orientation.

4. CONCLUSION

From the results of hypothesis testing, it can be concluded that strategic management strengthened by the government will have a positive and significant impact on the performance of SMEs. Meanwhile, entrepreneurial orientation, strengthened by the role of government, also has a positive and significant effect in improving the performance of SMEs. Likewise, the direct influence of strategic management and entrepreneurial orientation on the performance of SMEs. Their influence has a positive and significant effect.

The success of a business is determined by the ability of the leadership of the organization to determine the right strategy in carrying out his organization and utilizing the environment, by choosing the right organization of internal resources. The business strategy directs how the organization utilizes the environment and organizes the capabilities of the company to achieve the desired goals and objectives. The company's strategy emphasizes how the company acts to achieve the expected performance in an organization.

5. RECOMMENDATIONS

The ability of leaders in managing their subordinates is a crucial aspect to make their business productive in achieving the performance that has been set. Besides, strategic management strengthened by government assistance has a positive and significant impact on SME performance. With optimal government efforts through programs that improve company management such as conducting training and outreach will support small and medium businesses in achieving better performance. The existence of this government role will contribute to improving SME performance.

While the entrepreneurial orientation shows a strong tendency for small and medium businesses to strive for the achievement of business performance. Entrepreneurship orientation that is strengthened by government assistance has a positive and significant impact on SME performance. The role of government indirectly in forming a good entrepreneurial orientation.

CONSENT

As per international standard or university standard, respondents' written consent has been collected and preserved by the author(s).

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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