

# The Role of Academic as Business Incubator: Innovativeness Capability for MSMEs Based On Market and Entrepreneurial Orientation

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**Abstract-** The presence of MSMEs are very developed and participated in supporting the Indonesian economy in the economic crisis. The economic growth of developing countries such as Indonesia is largely supported by the existence of micro, small, and medium enterprises (Hayasi, 2007). In fact, the existence of MSMEs has also been shown to sustain economic stability in Indonesia when the economic crisis hit Indonesia in 1997, MSMEs can survive and exist until now (Tambunan, 2005). Furthermore, the government of Indonesia is trying to support the development of MSMEs in size and number by improving the performance of MSMEs since MSMEs can absorb a lot of labor that less educated or even dropout of school. Therefore, this is very important to improve the performance of MSMEs in Indonesia (Hamzani, 2015).

Business incubators are perceived as important mechanisms for sustainable development as they involve relevant stakeholders and activities to interact each other. Relationships with relevant partner organizations such as universities, business centers, and public research organizations represent opportunities for business incubators in boosting sustainable business development (Rizal, 2017). Academics have a role as an agent of disseminating and implementing the science, art and technology, as well as agents that form a constructive values for the development of creative industries in the community. Rizal (2017) also stated that the effect of variable-market orientation and entrepreneurial orientation is significantly influence to SMEs performance.

**Keywords** — *business incubators, market orientation, entrepreneurial orientation and SMEs performance*

## I. INTRODUCTION

Being a developing nation, Indonesia struggles on economy. Indonesia's economy nowadays is supported by Micro Small and Medium Enterprises (MSMEs) consisting approximately 52 million units in 2011, amounting to 60% Gross Domestic Product (GDP) contribution (Syuhada, 2013). Thus, the development of MSMEs is

fundamental. However, MSMEs lack marketing skill, impeding its growth and development.

Although micro, small and medium-sized enterprises are very large but still there are small productivity businesses, it is due to small business capital, mistakes in running the business, knowledge of the owner of the business, and lack of knowledge about the business run and the share the market faced by the resulting product or service. The low productivity of the business is due to the lack of knowledge from entrepreneurs, the absence of entrepreneurial spirit, the level of education and the lack of experience about the business undertaken. But for those who want to learn and be patient in running their business will gain business success and ultimately can increase business scale from micro business to small business even to medium business. Then entrepreneurs can expand their business by looking at market orientation through entrepreneurial orientation (Rizal, 2017).

Indonesia Micro Small and Medium Enterprises (MSMEs) have particular characteristics that distinguish them from general business and thus require treatments that are different from those aimed for general businesses. In general, Indonesian MSMEs consist of various categories: micro enterprise, small enterprise, and medium enterprise. Each has different characteristics. The category that has the highest number of participant is micro enterprise.

Entrepreneurship is a dynamic process where people create incremental wealth. Entrepreneurship is the main factor for economic growth, management process which is based on innovation and which requires remaining competitive on the market after technological revolution, it is to a great extent based on technologies driven by already developed production information and knowledge (Casson, 1995). From the resource-based perspective, entrepreneurial orientation and market orientation are two separate but complementary strategic orientations that emphasize the business philosophy and behavior in proactively detecting industrial environment, including market information and competitors strategy, in order to innovate and respond to the customers needs timely.

Empirical studies have separately discussed the variables of entrepreneurial orientation and market orientation in relation to firm-level innovation performance.

With the emergence of globalization, the business environment has become more uncertain and complex. The environment is changing constantly and rapidly as well as the market and customers' needs (Prajogo & Ahmed, 2006). Organizations are forced to learn new knowledge to develop new products in order to satisfy the new market and customer demographics. Thus organizations pursue innovation in marketing and entrepreneurial activities may attain competitive advantage (Barsh, 2007; Chapman & Hyland, 2004). From the resource-based perspective, entrepreneurial orientation and market orientation are two separate but complementary strategic orientations (Miles & Arnold, 1991). In fact, both market orientation and entrepreneurial orientation emphasize the philosophy and behavior in proactively detecting industrial environment, including market information and competitors strategy in order to innovate and respond to the customers needs timely. The nature of both entrepreneurial orientation and market orientation are highly emphasized on an organization's willingness to innovate within the organization (Baker & Sinkula, 2009). In other words, these two distinct variables are described as organizational-level efficacy and capability in creating innovation to respond to the external environment and satisfy customer needs.

Lumpkin and Dess (1996) have proposed the importance of contingency perspective in explaining how entrepreneurial orientation enhances the firm performance. In other words, entrepreneurial orientation and market orientation are set of business beliefs and philosophy. Morgan Lumpkin and Dess (1996) have proposed the importance of contingency perspective in explaining how entrepreneurial orientation enhances the firm performance. In other words, entrepreneurial orientation and market orientation are set of business beliefs and philosophy.

Nowadays, the entrepreneurship has important role for providing the economic development, new technologies as well as decreasing the unemployment and eliminating the interregional imbalances. The main purpose of the innovative entrepreneurship policy is to disseminate the awareness of the entrepreneurship and to encourage the entrepreneurship based on Research and Development that has used the advanced technology. The effectiveness of innovative entrepreneurship activities depends on formation of entrepreneurship policies and optimum usage of the policy tools. Development of innovative entrepreneurship activities aiming at growth is made possible by generalizing educational programs and easing business establishment criteria.

In Rizal (2017), the effect of variable-market orientation and entrepreneurial orientation is significantly influence to MSMEs performance. Therefore, relationships with relevant partner organizations such as universities, business centers, and public research organizations represent opportunities for business incubators in boosting sustainable business development. According to Herliana (2015), triple helix can accommodate to growth MSMEs which are academics, business and government. Based on this theories, this concept use business incubator as mediator by academics to entrepreneurs of MSMEs.

## II. LITERATURE REVIEW

### a. *Entrepreneurship*

Entrepreneurship is a term that does not have an general accepted definition, the concept evolved over time from Cantillon (1775), to whom the first academic mention are attributed, to Schumpeter and its creative destruction theory to recent and more modern theories. Peter Drucker argued that "entrepreneurs innovate and innovation is the specific instrument of entrepreneurship. He defined entrepreneurship as "an act of innovation that involves endowing existing resources with new wealth-producing capacity" (Drucker, 1985). Innovation is usually associated with doing something new or different (Garcia & Calantone, 2002). Innovation is considered to be a key element for technology adoption and creation and it contributes to explaining the differences in productivity at individual, national and regional level. (de Mel, McKenzie & Woodruff, 2009).

Both entrepreneurship and innovation are 2 broad concepts without a unanimously accepted definition and are regarded as overlapping concepts (Stam, 2008). The connections between these 2 concepts dates back to the first Schumpeterian theory about entrepreneurship were the entrepreneur was seen as the personification of the innovation (Hagedoorn, 1996), and through innovation and creative destruction the economy evolved. The connections between entrepreneurship, innovation and small firms has been studied over time by various scholars and some even defined entrepreneurship as follows "innovation by newly formed independent firms (Kirchhoff, 1994).

Today, entrepreneurship is growing rapidly and has become a very popular field of research in various social science disciplines and economic policy. In recent years, with the rapid development of economy, finance and

experienced in the field of technology, the characteristics of the entrepreneur now has begun to be discussed. Expected basic characteristics for the entrepreneur is that: initiating a life of self-determination and independence, hardworking and persistent in goal striving, establishing a social network, taking the risk of failure, finding new opportunities and ways of structuring and developing the enterprise. Full off a new phenomenon encountered in this process (Spivack, McKelvie, Haynie, 2014).

Entrepreneurship, especially the transition from industrial society to an information society can be said that a greater importance in the world. Because today information society in decreased weight on the production of human labor, knowledge based on the weight of the manufacturing labor is increasing day by day (Douglas 2006). At this point, the importance of entrepreneurship arises as a complement, innovation, creativity and management activities. Entrepreneurship sparkle in the economic arena, it has led to talk on common characteristic of entrepreneurs. In this context, the most emphasized features associated with entrepreneurial people; the need to achieve, to take risks and locus of control as listed. In addition, the attacks being, creativity, foresight, the ability to analyze, quickly to decide, to have confidence, to give confidence and rationality in entrepreneurial characteristics which are of people in the foreground (Soysal, 2010).

#### **b. Market orientation**

Market-oriented perspective supports the opinion that the companies performing self-improvement in a way to answer the needs of the market and foreseeing the changing conditions can get returns above the average and long-term competitive advantage (Day, 1994). The two most prominent conceptualizations of market orientation are those given by Kohli and Jaworski (1990) and Narver and Slater (1990). While Kohli and Jaworski (1990) consider market orientation as the implementation of the marketing concept, Narver and Slater (1990) consider it to be an organisational culture.

Organisations that yearn to stay ahead of their markets develop a market sensing capability which is known as market orientation (Chao & Spillan, 2010). Market orientation is studied in business behaviour when it allows owner-managers to gather information from the current and potential customers needs and respond in an entrepreneurial manner to create superior customer values. This is because the organisation is capable of understanding the nature of

customer-driven creation and developing a market-oriented culture and this takes a lot of intelligence and time (Pelham & Wilson, 1996).

Kohli and Jaworski (1990) defined market orientation as the organization-wide generation of market intelligence, dissemination of the intelligence across departments and organization-wide responsiveness to it. According to them, marketing concept is a business philosophy, whereas the term market orientation refers to the actual implementation of the marketing concept. They also add; a market orientation appears to provide a unifying focus for the efforts and projects of individuals and departments within the organization. On the other hand, Narver and Slater (1990) defined market orientation as the organization culture that most effectively and efficiently creates the necessary behaviors for the creation of superior value for buyers and, thus, continuous superior performance for the business.

The term market orientation is also known as customer focused, market driven and customer centric (Deshpande, 1999). Narver and Slater (1990) define market orientation as an organisational culture that creates an efficient and effective behaviour in the organisation that emphasis the importance of superior values for buyers and increase the superiority of business performance. They argue that the market orientation is composed of three behavioural parts which are customer orientation, competitor orientation and inter-functional coordination. Customer orientation is one of the dimensions of market orientation that necessitates a culture where every employee puts the customers satisfaction first in their day-to-day activities. Competitor orientation involves active monitoring of all existing and potential competitors in the market place and collect competitive intelligence to differentiate the competitors approaches.

#### **c. Entrepreneurial orientation**

Entrepreneurial orientation act as an organization's behaviors and belief with an emphasis on proactively acquiring entrepreneurial opportunities and creating innovation. Marketing orientation refers to an organization with the capability in collecting market forecasts and customers needs, acquiring market information and disseminate within the organization, and responding to the market and competitors. That is, both entrepreneurial orientation and market orientation are very similar to the knowledge creation processes. Ketchen Jr, Hult, and Slater (2007) have

indicated that such strategic resources may need to align with learning systems in order to realize its potential and maximize its performance. Therefore, only the strategic resource well fit with the learning practices, an organization's innovation may reach its strongest status.

Entrepreneurial orientation is a distinct aspect of firms' strategic orientation (Hakala, 2011) and is seen as internal firm orientation to develop resources and capabilities (Menguc and Auh, 2008). Entrepreneurial orientation refers to firms orientation and proclivity to explore new opportunities (Matsuno et al., 2002), and as such, it manifests itself through a firm's tendency to accept innovativeness, risk-taking, and proactive, (Lumpkin and Dess, 1996). With its emphasis on exploratory activities, firms with high levels of entrepreneurial-oriented processes are proficient in creating new organizational forms and environment configurations and are capable of shaping market arrangements to their advantage (Baker and Sinkula, 2009).

According to Morris and Paul in Fayolle (2007: 129), the orientation of entrepreneurship is the tendency of top management to take calculated, innovative and proactive risks. According to Avlonitis & Salavou (2007), the orientation of Entrepreneurship is an organizational phenomenon that is able to equip them, so that companies can be mutually beneficial and mutually beneficial. Furthermore, Frishammar and Horte (2007), entrepreneurial orientation creates complex, intangible, unspeakable skills that enable companies to generate new ideas for creating new, innovative, and courageous products to deal with risks.

#### **d. MSMEs Performance**

The economic growth of developing countries such as Indonesia is largely supported by the existence of micro, small, and medium enterprises (Hayasi, 2007). In fact, the existence of MSMEs has also been shown to sustain economic stability in Indonesia when the economic crisis hit Indonesia in 1997, MSMEs can survive and exist until now (Tambunan, 2005). Furthermore, the government of Indonesia is trying to support the development of MSMEs in size and number by improving the performance of MSMEs since MSMEs can absorb a lot of labor that less educated or even dropout of school. Therefore, this is very important to improve the performance of MSMEs in Indonesia (Hamzani, 2015).

However, in order to enhance the performance of MSMEs, the owners of MSMEs encounter many difficulties in the management

effort such as applied of business management systems (Tambunan, 2002). In terms of difficulty related to managing the MSMEs, there are five major problems often face by the entrepreneur of MSMEs which are marketing difficulty, raw material difficulty, capital difficulty, labour difficulty, and lack of energy (Hamzani, 2013).

MSMEs are different from general businesses due to the following factors, i.e. limited capital, number of workers, level of competition and strict product specialization because there are enormous number of buyers and sellers (Basri, 2003). Hakala (2013) in his research proves that the influence of entrepreneurial orientation on performance SMEs are mediated by behavior-oriented learning.

According to Ruhimat, Nana and Kosim (2006: 12), the company is a technical unit (unit of economy) that combines natural resources (land and its elements), human resources, capital and skill (entrepreneurship) to produce certain goods and services. Company performance is a measure of the success of a company that is measured at any given time (Prakosa, 2005). This result can be said as the value of each activity that has been developed and implemented to identify whether the strategy is made and its implementation is right or vice versa. Furthermore, Barker and Sinkula in Prakosa (2005: 18) stated that market orientation influences organizational performance which can be seen from indicators of market share growth, new product success and overall performance.

#### **e. Academic**

According to Herliana (2014), the innovation could not go partially, he must be collaboration between the academy, the industry/the business and the government. (Triple Helix). Theories about the Triple Helix was originally popularized by Etzkowitz and Leydersdorff as a method of innovation-based policy development. This theory emphasizes the importance of creating synergies three poles are intellectual, business and government. The purpose of this theory is the development of a knowledge-based economic development. Of the synergies is expected to occur circulation of knowledge leads to innovations that have potential economic or capitalization of knowledge (knowledge capital). Triple Helix as a lead actor should always move that circulates to form knowledge spaces, spaces of knowledge in which the three actors already have an equivalent understanding and knowledge, which will direct the third actor to create a consensus space, a deal in which the three actors is starting to make a

deal and a commitment to a matter that will ultimately lead to the formation of innovation spaces, spaces that can be packed innovation into economic value of creative products.

According to Herliana, Academics have a role as an agent of disseminating and implementing the science, art and technology, as well as agents that form a constructive values for the development of creative industries in the community. Intellectual property as part of the scholarly community in the institutions of higher education and research institutions, has a major role in developing the creative economy. Contribution academics can be described in three forms of role, as contained in the Tri Dharma University, namely:

- 1) The role of education is intended to encourage the birth of creative generation of Indonesia with the mindset that supports the growth initiative and work in the creative industries;
- 2) The role of research conducted to provide input on the development of creative industries policy models and instruments are needed, and produce technologies that support the operations and the efficient use of resources and make a competitive national creative industry, and
- 3) The role of community service carried out to form a society with institutions / social order that supports the flourishing creative industries nationwide.

In carrying out its role actively, scholars are required to have disciplinary and experimental spirit high, the opinions are contrast (empathy and ethics), able to solve problems creatively, running cross-sector observations, using ICT technologies fluently, a member forum of science enrichment science and art both nationally and internationally, formal and non-formal. Intellectuals here have a role as an agent of disseminating and implementing the science, art and technology, as well as agents that form a constructive values for the development of creative industries in the community. Intellectual property as part of the scholarly community in the institutions of higher education and research institutions, has a major role in developing the creative economy (Herliana, 2014).

#### **f. Business Incubator**

The number of articles on business incubators appearing in major journals of entrepreneurship, technology management, and innovation is increasing. The lack of research on incubator tenants, however, raises questions

about the characteristics of entrepreneurs who develop their businesses with the help of business incubators.

Resource dependence theory (Pfeffer and Salancik, 2003) posits that organizational behavior is affected by the management of its dependence on external resources. From the perspective of resource dependence theory, organizations are self-constrained with regard to possess the needed resources for value creation. Consequently, organizations need to establish interdependencies for interacting each other and get access to resources to increase survival rate (Pfeffer and Salancik, 2003).

Business Incubator seek to establish interdependencies to get access to such resources. Business incubators interdependencies are seen as strategic partnerships that may contribute to increase sustainable business development for tenants by improving businesses reducing socio-economic issues e.g., income inequalities and poverty (Bitzer et al., 2008).

Cluster development and growth of micro small and medium enterprises (MSMEs) need to be supported by innovation based business incubation activities contained incubator. Borrowing terms on the medical incubator, incubator formed intended to facilitate the emergence of new SMEs, which is based on technology transfer. Incubators also provide facilitation and training in terms of intellectual capital. Purpose of encouraging the establishment of incubators such as the emergence of new companies (start-up companies) based technology, fostering intellectual capital in order to improve quality human resources, support Regional Innovation System and seed clusters, and facilitate new business ideas and innovation are likely to be business units prospective (Herliana, 2015).

A business incubator can be defined as “a facility that provides affordable space, shared office services, and business development assistance in an environment conducive to new venture creation, survival, and early stage growth” (Allen and McCluskey, 1990). It provides a controlled environment in order to help the conception, gestation, hatching, and early development of new enterprises. It offering affordable rents, convenient service, business assistance and financing in a flexible and supportive environment appear to be a logical and efficient approach to support new enterprises. \*\* The incubator concept is basically sound, but to be successful the incubator needs to be viewed as part of an overall local economic development strategy. It is not panacea. An incubator cannot

make up for the lack of skilled, committed community leadership. It cannot alleviate the need for adequate community facilities and services. Without a retention/expansion program for existing businesses, an incubator program will likely result in an early migration of “hatched” businesses to a more favorable climate. Ruth Young, a rural sociologist at Cornell University, cautions “One might get all dressed up (having a small business incubator) with no place to go” (Hutabarat and Pandin, 2014).

Business incubators are organizations that create value by providing support such as facilitation services to assist potential startups and SMEs to develop sustainable businesses (Tötterman and Sten, 2005; Hughes et al., 2007). Business incubators provide different services mainly integrated in three dimensions: facilities, coaching, and access to networks (Abduh et al., 2007).

### **III. BUSINESS INCUBATOR FOR EMPOWERMENT ENTREPRENEUR**

According Setyobudi, business incubators are designed to help business people speak out business especially during difficult times in the early years of business. Such assistance can be in the form of a variety of activities ranging from kunsultasi management and business techniques, compiling business networks up with service of office management facility. Experience shows that less than 10% of tenants experience a business failure rate incubator.

The main purpose of Business Incubator is to produce a company that independently especially in the financial aspect. The company that has succeeded graduating from a business incubator has a variety of potential among others in terms of job creation, technology transfer, commercialization technology, economic resource deversification, human resources revitalization, investment venture capital, opportunities to increase the role of women as businessmen, and ends on local and national economic empowerment. Business incubators can also vary greatly in how to deliver services to achieve its objectives. But the model must be able accommodate and reflect the needs and desires of the community who are assisted are located. Therefore, the guarantee of model flexibility business incubator is needed, among others, can be a model service / retail, SME in the field of production, R & D, High technology (hight- tech), or a combination of various businesses. Things can also vary occurs in terms of business scale as well as the base resources cooperation to support the existence of business

incubator, among others, can come from from academic, Local Governments, Private Organizations / Communities, and others either aimed at profit, non-profit or a combination of both (Profit and Benefit)

To avoid making mistakes when creating and running businesses, entrepreneurs need advice from people or entities with experience (Guzmán-Cuevas, Cáceres-Carrasco, & Soriano, 2009). Milliken (1987) argues that individuals face uncertainty because they know that they lack the necessary information to run their companies. Business incubator as any other organizations are limited to possess all the resources to create value. Business incubators need to ensure sufficient resources to provide the demanded incubation services at the wanted level and quality. Business incubators are proposed by the economic literature as one of the solutions and are implemented in most advanced and emerging countries, although in different ways and recognize to innovative start-up companies their important role for the economic development and the increase of employment, especially of young workers, and support the business incubators.

Empowerment significantly influences innovation capabilities and performance. The better the empowerment in terms of decision-making authority, access to information, providing positive impact and following the planning process will encourage innovation capabilities and performance. Business incubators in Academic are principally catalysts the process starts from the prefix and growth of a business. The role of Inbis in Higher Education can be seen through the provision of consultant services entrepreneurship, service nets and equipment facilities required by business to support its success.

The important thing that the science and technology curriculum should be built with a view to the economic aspect or have a business-oriented vision. Opportunities are there in each academic are in line with the changing world, so the system learning should be able to encourage students to have a soul entrepreneurship, skills and always able to innovate. Academic, as well as functioning as science parks & incubators proved to be a key factor of economic growth in the 21st century this is primarily in its role as director, inventor and process its embodiment to be a healthy product and safe against society and the environment. Business incubator in academic is an important first step to achieving that goal as it helps we to realize ambition become reality and improve ability to innovate. Business Incubator in academic at least in general will provide the first two areas of benefits against the growth of the local economy through an increasing number of bases economy and employment. While against growth potential small entrepreneurs through technical assistance efforts in order to survive and grow in

marketing. However it is necessary it is realized that the incubator's result is not something that can be seen immediately, for example, new employment will be available after an attempt to show its success. So an incubator is a business where the investment or growth of a business idea develops in the end can support regional economic empowerment and national.

#### IV. CONCLUSION

Entrepreneurs now have access to a growing number of forms of support (e.g., incubators). Young people with a good level of education are more likely to be aware of the latest innovations in entrepreneurship because these entrepreneurs will have become familiar with this field during their university studies. Hence, entrepreneurs with a good education possess more information about how, when, and where to create a business. They have first-hand knowledge about business incubators, which help new businesses to grow faster and succeed during their first few years. In addition, adults develop strong habits such as hiring consultants to help them to create and manage their businesses, instead of seeking help from public organizations that offer advisory services. One such public organization is the public incubator, which is open to all incipient entrepreneurs. Hence, incubators should arrange presentations to the adult entrepreneur community to disseminate information about the services they offer. The relational capital significantly influences the innovation capability and performance. The better the relational capital (relationships with customers, supplier, owners of capital, institutions and investors) will enhance the ability of innovation and organizational performance improvement.

The role of academic as business incubator are principally catalysts the process starts from the prefix and growth of a business. The role of business incubator in academic can be seen through the provision of consultant services entrepreneurship, service nets and equipment facilities required by business to support its success.

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