



The Effect of Market Orientation and Entrepreneurship Orientation On the Performance of Culinary Msme Business in Bekasi Through Dynamic Capability as A Mediation Variable

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ABSTRACT

This study aims to determine 1) market orientation to dynamic capability variables, 2) entrepreneurial orientation to dynamic capability variables, 3) market orientation to business performance variables, 4) entrepreneurial orientation to business performance variables, 5) dynamic capabilities to business performance variables, 6) market orientation on business performance through dynamic capability variables, 7) entrepreneurial orientation on business performance through dynamic capability variables. The research was conducted on Culinary MSMEs in Bekasi, involving 100 Culinary MSMEs. Data analysis in this study used SEM analysis.

The results showed that 1) market orientation had a positive effect on the dynamic capability variable, 2) entrepreneurial orientation had a positive effect on the dynamic capability variable, 3) market orientation had a positive effect on the business performance variable, 4) the entrepreneurial orientation had a positive effect on the business performance variable, 5) dynamic capability has a positive effect on business performance variables, 6) market orientation has a positive and significant effect on business performance through dynamic capability variables, 7) entrepreneurial orientation has a positive and significant effect on business performance through dynamic capability variables.

Keywords: market orientation, entrepreneurial orientation, dynamic capability, business performance

Introduction

At the end of 2019, the world was shocked by discovering a new virus, coronavirus 19, in Wuhan, China (Lidwina, 2020). The outbreak eventually turned into an epidemic when Covid 19 spread and infected people outside the city of Wuhan. The geographical spread of the epidemic eventually spread to 114 countries through the local transmission to cause outbreaks in these countries. This made WHO declare that Covid 19 has become a pandemic on March 11, 2020 (Lidwina, 2020).

The Indonesian government advises every individual to implement social distancing to overcome the COVID-19 pandemic. Social distancing, or what is now also called physical distancing, is done by not going to crowded places such as shopping centers, markets, concerts, cinemas, offices, or schools. All of this was done to suppress the coronavirus's transmission (Yuda, 2020). Environmental changes caused by the implementation of social distancing directly impact MSME actors. The Katadata Insight Center (KIC) survey found that only 5.9% of the 206 MSME respondents had a positive impact related to the Covid-19 pandemic. 82.9% of respondents felt negative effects such as decreased turnover and deteriorating business conditions (Pebrianto & Riza, 2020). Teten Masduki, quoted in Pebrianto & Riza (2020), stated that consumer behavior limiting activities outside the home could provide opportunities for MSMEs already connected online. However, only 13% of MSME actors are connected to the digital ecosystem.

Rapid changes in the market or environment create a gap between the resources owned by SMEs and current market conditions. Therefore, MSMEs must have the ability to integrate, build, and rearrange their internal and external competencies to overcome the gap between MSME's resources and the rapidly changing environment. The power of businesses to integrate, build, and rearrange their internal and external competencies to cope with rapidly changing environments is the definition of Dynamic Capability (Teece et al., 1990; cited in Kristiawati, 2018). According to Pavlou and Salwy 2011; as quoted in Hernandez-Linares (2018), dynamic capabilities consist of four dimensions, including a.) Sensing capability, b.) Learning capability, c.) Integrating capability, and d.) Coordinating capability.

Effective deployment of dynamic capabilities requires a coherent mix of resources, which necessitates coordinated deployment of resources (Erikson 2014; cited in Hernandez-Linares, 2018). Integrating capability builds collective understanding while coordinating capability focuses on managing individual tasks and activities (Pavlou & Sawy 2011; mentioned in Hernandez-Linares, 2018).

Helfat and Peteraf 2003; quoted in Kurniawati (2018), also state that dynamic capabilities involve adaptation and change as long as the organization builds, integrates, or reshapes the resources and other capabilities currently owned by MSMEs. Changes in MSMEs can be made in innovative ways to adapt to the rapidly changing environment (Software Director cited in Buttar & Kocak, 2010). Innovativeness is considered an important dimension in entrepreneurial



orientation because it reflects the search for new opportunities, ideas, and experiences, which can then be realized in the form of innovation in products, services, and processes (Cantaleano et al., 2018). Entrepreneurial orientation has three dimensions, namely a.) innovativeness, b.) proactiveness, and c.) risk-taking (Miller cited in Hoque, 2018).

Buttar & Kocak's (2010) research on "Relationship between entrepreneurial orientation, dynamic capabilities, and firm performance: An exploratory study of small Turkish firms" shows that entrepreneurial orientation is the basis for dynamic capability development and entrepreneurial orientation has a positive impact on dynamic capability development. The entrepreneurial orientation dimension becomes a strong driver in the development and development of organizational learning capabilities which will then have an impact on the company's ability to integrate, build, and reconfigure internal and external resources. The dimension of innovativeness in entrepreneurial orientation becomes very important because innovation makes them learn more efficiently and effectively. Meanwhile, the influence of the risk-taking dimension in the learning process shows varied results for each company, ranging from moderate to high. This is also influenced by the consideration and ability of the business owner regarding the resources and funds they have.

Buttar & Kocak's research (2010) also found that entrepreneurial orientation directly affects company performance and has a positive influence on the performance of small companies. The innovativeness dimension in entrepreneurial orientation makes smart business adjustments to develop businesses. Innovativeness becomes an important tool to respond to market needs and also as a means to make the production process more effective. Innovativeness positively affects firm performance and contributes to competitive advantage by facilitating creative thinking within a firm. Meanwhile, the risk-taking dimension shows varying results in the company's performance. This is because the differences in each company's resources make the risk-taking of each company different, resulting in different company performances. In addition, the proactiveness dimension plays a role in the company but not in the first mover. Proactiveness gives the company a forward-looking perspective with careful monitoring and scanning of the external environment. Evolutionary proactive strategy affects performance positively.

Teten Masduki, quoted in CNN Indonesia (2020), also stated that MSME actors have not carefully thought about the business model, making it challenging to get financing. SMEs are more focused on product innovation. He stated that the business model is the key for MSMEs to get the funding flows easily. Besides making businesses access large amounts of financing, the business model can also help MSMEs enter a much wider and more profitable market ecosystem. This is like developing a digital network through online ordering and cashless payments. In addition, making MSMEs applications can also be a business model (CNN Indonesia, 2020).

Excellent and correct business processes will make activities that run within an organization more effective and efficient (Larasati, 2017). Teten, quoted in CNN Indonesia (2020), stated that product innovation and mature business models could bring Indonesian MSMEs to exist in the domestic and global markets.

Dynamic capabilities are also part of the competencies that enable companies to create new products or processes to respond to market conditions (Teece et al., 1994; cited in Kristinawati, 2018). This means that the company focuses on the customer and the environment or market to create a new product or process that fits the customer and market conditions. This is in line with the behavioral approach. Market orientation is seen as a series of activities to increase customer satisfaction. Kohli and Jaworski use a behavioral technique in their research (Cahyandito et al., 2018). Kohli & Jaworski, quoted in Budinska & Petrovicova (2018) stated that market orientation consists of three dimensions, including a.) intelligence generation, b.) intelligence dissemination, and c.) responsiveness. These three dimensions are described in the operations a business performs.

Research Hernandez-Linares et al. (2020) regarding "Dynamic capabilities and SME performance the moderating effect of market orientation" also states that market orientation significantly moderates the relationship between the ability to identify and learn from dynamic capabilities and company performance. Market orientation significantly moderates the relationship between sensing capability and learning capability with business performance. Market orientation can lead to superior business, greater employee commitment, more effective product innovation, and higher levels of customer satisfaction (Mustafa et al., 2015).

Research by Putri et al. (2019), which aims to examine the general pattern of the relationship between the concepts of entrepreneurial orientation, market orientation, innovation, and performance, shows that entrepreneurial and market orientation has a direct impact on performance and improve company performance through the mediation of innovation as a partial mediation.

Literature Review

1. Business Performance

Business performance results from a series of business processes generated from various resources. Business performance can be seen from how aggressively the company's activities are to produce the maximum possible profit. The profit or profit generated will be different for each company. This depends on the size of the moving company (Moerdiyanto quoted in Seputar Knowledge, 2017). Pardede (2016) also states that company performance results from management activities whose measurement parameters are often used to assess company performance using an approach where financial information is taken from financial statements. In the old tradition of management science, the company's performance is measured by financials, where the success of the performance is seen



based on the profit earned. However, along with the need to manage change and make management decisions, company performance is seen from several things other than financial (Venkatraman & Ramanujam cited in Kristinawati, 2018). According to Venkatraman & Ramanujam, quoted in Kristinawati (2018), the dimensions of company performance include a.) Financial perspective, b.) Customer perspective, c.) Operational excellence, and d.) Learning and growth.

The financial perspective is the company's ability to generate profits according to the target (Kristinawati, 2018). The customer perspective is the company's ability to get customer satisfaction. From a customer perspective, indicators include: Customers or product users are satisfied with the quality of the products produced, and consumers are satisfied with the services provided (Kristinawati, 2018). An excellent operational perspective is an effort to create superior value in every operational process by applying various principles, systems, and tools that lead to continuous improvement. The principle of operational excellence is an instinct to continuously seek improvement, the pursuit of perfection, relentless pursuit of new things, and always thinking for excellence. This principle will be embedded in behavior, deeply rooted in character, and then developed within the scope of organizational culture (Engineernote, 2015). The growth and learning perspective can be interpreted as learning outcomes in companies that can increase worker productivity (Kristinawati, 2018).

2. Market Orientation

Gaur et al., cited in Cahyandito et al. (2018) explain that market orientation is grouped into two approaches, namely behavioral approaches and cultural approaches. In the behavioral approach, market orientation is seen as a series of activities to increase customer satisfaction. Meanwhile, in the cultural approach, market orientation emphasizes the spread of values and beliefs in placing customer interests above all else (Cahyandito et al., 2018). Market orientation research that uses a behavioral approach is the research of Kohli and Jaworski. According to Kohli & Jaworski (1990), market orientation is a broad organizational generation of market intelligence related to current and future customer needs. The intelligence is disseminated across departments, and the entire organization responds or responds to such intelligence. Meanwhile, a market orientation that uses a cultural approach is the theory of Narver and Slater (Cahyandito et al., 2018). According to Becherer et al. What is quoted in Putri (2019) states that market orientation is a company focusing on customer needs and long-term profitability to create more value for customers (Becherer et al. Quoted in Putri et al., 2019). An approach that focuses on improving customer-giver relationships and that is reflected in the organizational culture, shared values, and beliefs about focusing primarily on the interests of the customer (Deshpande & Farley cited in Johata et al., 2018). Market orientation is an organizational culture that can effectively produce a business attitude that respects consumer

values and results in a sustainable business (Kohli cited in Idrus, 2020). According to Kohli and Jaworski, quoted in Budinska and Petroviva (2018), they state that market orientation consists of three dimensions, including a.) intelligence generation, intelligence dissemination, and responsiveness. Kohli & Jaworski, cited in Budinska & Petrovicova (2018) understand that these three dimensions require a more detailed description of the operations the business performs.

Market intelligence generation is a stage or element of a company that collects data about customer needs and preferences as well as information about what factors and from where customer needs or preferences can change. Market intelligence dissemination is the company's stage of disseminating information that has been sorted in the previous stages throughout the organization vertically and horizontally so that all parties have a focus on the same market and as the main thing. Responsiveness, namely carrying out marketing activities that are consistent with accumulated market information about customers, competitive and environmental factors, and planning supply according to customer preferences and desires (Budinska & Petrovicova, 2018).

3. Entrepreneurship Orientation

Miller cited in Hoque (2018) defines entrepreneurial orientation as a function of entrepreneurial firms that engage in product marketing innovation, initiate risky ventures, and are the first to initiate proactive innovation. Entrepreneurial orientation can accelerate the actions of companies, thereby helping them to stay ahead of the competition (Wiklund and Stephen cited in Hoque, 2018). Entrepreneurial orientation is a business unit practice to apply the entrepreneurial domain to business success (Duru et al., cited in Idrus et al., 2020). Entrepreneurial orientation is a stepping stone for SMEs before they develop market orientation. Entrepreneurial orientation is built through product development, product innovation, and overcoming market competitors (Kozubikova et al. Quoted in Idrus, 2020). The consequence of having an entrepreneurial orientation is that SMEs can build a market orientation easily (Hussain cited in Idrus, 2020).

Innovativeness can be described as an attempt to find new opportunities which consist of experimentation and creativity resulting in new products and services or an improvement of the technical nature of existing services and products (Mahmood & Hanafi cited in Hoque, 2018). Miller and Friesen, cited in Cantaleano et al. (2018), state that there are two strategic models with innovation in the entrepreneurial process: the entrepreneurial innovation model and the conservative innovation model. The entrepreneurial innovation model is an organization that innovates regularly and vigorously and still takes considerable risks. Meanwhile, the conventional innovation model is an innovation that only occurs when there is strong market pressure (Miller and Friesen cited in Cantaleano et al., 2018).



Proactiveness or proactive organization is an organization that excels in developing new products and technologies and in introducing new products or services rather than following the market (Cantaleano et al., 2018). Proactive companies are leaders rather than followers because they have the will and vision to take advantage of new opportunities, even if they are not the first to do so (Lumpkin and Dess cited in Contaleano, 2018).

Risk-taking represents the willingness and ability to devote more resources to projects with unpredictable results (Wiklund and Shepherd cited in Contaleano, 2018). Risk-taking is considered an essential dimension because risk-taking is inherent in various strategic decisions, such as resource allocation, product choice, and markets so that it reflects the criteria for decisions and patterns for making organizational decisions (Venkatraman cited in Contaleano, 2018).

4. Dynamic Capabilities

According to Eisenhardt and Martin cited in Kristinawati & Tjakraatmadja (2018), superior resources are not enough to explain; considering increasing company performance, companies also need dynamic capabilities to make better use of their resources. This is because DC's interest stems from its potential to improve organizational performance outcomes (Schilke 2014; cited in Kristinawati & Tjakraatmadja, 2018).

Dynamic capability combines the company's capacity, competence, and ability to identify external opportunities, obtain external resources, reconfigure changes to internal resources, and renew internal resources (Barreto cited in Kristinawati & Tjakraatmadja, 2018). According to Pavlou and Sawy 2011; as mentioned in Hernandez-Linares et al. (2018), dynamic capability has four dimensions: a.) Sensing capability, b.) Learning capability, c.) Integrating capability, and d.) Coordinating capability.

Sensing Capability. Pavlou and Sawy 2011; quoted in Hernandez-Linares (2018) states that sensing capability is the ability to see, interpret, and pursue environmental opportunities. This capability requires the search and exploration of markets and technology both locally and organizationally and positively influences obtaining more innovative products to enhance new performance in businesses (Hernandez-Linares, 2018).

Learning Capability. Learning capability is needed to acquire and assimilate knowledge and then use adequate knowledge to facilitate the creation and modification of capabilities and the company's resource base (Zahra et al. Quoted in Hernandez-Linares et al., 2018). This learning ability will allow companies to find new opportunities that are identified as being able to cut or reduce process performance so that work processes or tasks can be carried out better, faster, and more efficiently (Ambrosini et al. Quoted in Hernandez-Linares et al., 2018).

Integrating Capability. Integrating capability is the ability to infuse new knowledge into new operational capabilities by creating shared understanding and collective mind-making (Pavlou and Sawy 2011; cited in Hernandez-Linares et al., 2018). According to Teece 2007; cited in Hernandez et al. (2018) also state that integration and coordination are knowledge-related assets that create value that the market cannot replicate.

Coordinating Capability. Coordinating capability is the ability to organize and deploy tasks, resources, and activities in new business processes (Pavlou and Sawy, 2011; cited in Hernandez-Linares et al., 2018). Effective deployment of dynamic capabilities requires a coherent mix of resources, which necessitates coordinated deployment of resources (Erikson 2014; cited in Hernandez-Linares, 2018).

Research Methods

This study uses the structural equation modeling (SEM) data analysis method. This study uses a model that explains causality between variables with multiple roles. Variables that have multiple roles are variables that become the dependent variable and in the other case become the independent variable. The model that can explain the causal relationship like this is Structural Equation Modeling (SEM).

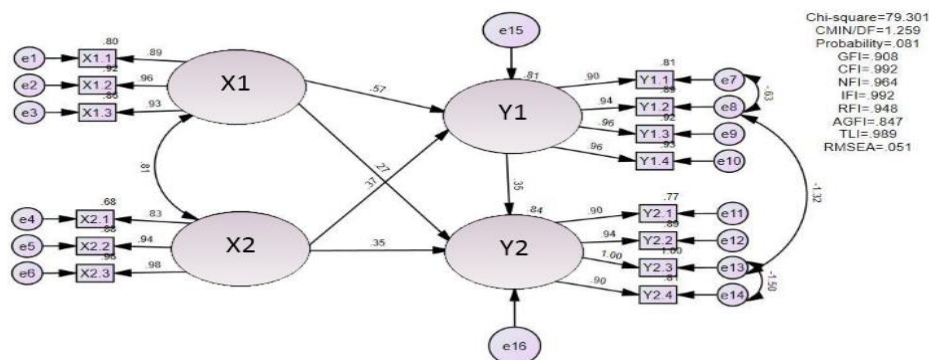
Population and Sample

The population in this study were owners or employees of Culinary MSMEs in the city of Bekasi. The sample used in this study included 100 owners or employees of Culinary MSMEs in the city of Bekasi. The sampling technique used in this research is purposive sampling.

RESEARCH RESULTS

Model Analysis

The overall analysis model using SEM AMOS 26 can be seen in the following figure.





Based on the picture above, the regression weights values can be made in the following table:

Variable	Estimate	S.E.	C.R.	P
Y1 ← X1	.525	.088	5.958	***
Y1 ← X2	.335	.082	4.103	***
Y2 ← X1	.253	.096	2.647	.008
Y2 ← X2	.322	.080	4.040	***
Y2 ← Y1	.359	.108	3.324	***

Hypothesis testing and structural equations in this study resulted in direct and indirect effects, as follows:

Direct Effect:

1. There is a Positive and Significant Effect of Market Orientation (X1) on Capabilities Dynamic (Y1)

Based on table 4.20, it is known that the P-Values = $0.001 < = 0.05$. The estimated value is positive which is equal to 0.525, meaning that the Market Orientation variable (X1) has a positive effect on the Dynamic Capability variable (Y1) by 52.5%. Thus hypothesis H1 in this study which states that "Market Orientation (X1) has a positive and significant effect on Dynamic Capability (Y1)" is accepted.

2. There is a Positive and Significant Influence of Entrepreneurship Orientation (X2) on Dynamic Capability (Y1)

Based on table 4.20, it is known that the P-Values = $0.001 < = 0.05$. The estimated value is positive, which is equal to 0.335, meaning that the Entrepreneurial Orientation variable (X2) has a positive effect on the Dynamic Capability variable (Y1) by 33.5%. Thus the hypothesis H2 in this study which states that "Entrepreneurship Orientation (X2) has a positive and significant effect on Dynamic Capability (Y1)" is accepted.

3. There is a Positive and Significant Effect of Market Orientation (X1) on Business Performance (Y2)

Based on table 4.20, it is known that the P-Values = $0.008 < = 0.05$. The estimated value is positive equal to 0.253 means that the Market Orientation variable (X1) has a positive effect or increases the Business Performance variable (Y2) by

25.3%. Thus hypothesis H3 in this study which states that "Market Orientation (X1) has a positive and significant effect on Business Performance (Y2)" is accepted.

4. There is a Positive and Significant Influence of Entrepreneurship Orientation (X2) on Business Performance (Y2)

Based on table 4.20, it is known that the P-Values = $0.001 < = 0.05$. The estimated value is positive, which is equal to 0.322 means that the Entrepreneurial Orientation variable (X2) has a positive effect or increases on the Business Performance variable (Y2) by 32.2%. Thus hypothesis H4 in this study which states that "Entrepreneurship Orientation (X2) has a positive and significant effect on Business Performance (Y2)," is accepted.

5. There is a Positive and Significant Effect of Dynamic Capability (Y1) on Performance Effort (Y2)

Based on table 4.20, it is known that the P-Values = $0.001 < = 0.05$. The estimated value is positive, equal to 0.359 means that the Dynamic Capability variable (Y1) has a positive effect or increases the Business Performance variable (Y2) by 35.9%. Thus, hypothesis H5 in this study which states that "Dynamic Capability (Y1) has a positive and significant effect on Business Performance (Y2)," is accepted.

Indirect Effect:

The advantage of SEM is that it can identify the indirect effect of exogenous constructs on endogenous constructs that are not addressed by direct arrows. The following is the magnitude of the indirect effect on the research model:

	X1	X2	Y1	Y2
Y1	0.000	0.000	0.000	0.000
Y2	0.120	0.189	0.000	0.000

The interpretation is as follows:

1. There is a Positive and Significant Effect of Market Orientation (X1) on Performance Effort (Y2) through the Dynamic Capability variable (Y1)

Based on table 4.21, it is known that the value of the estimate is positive, namely 0.120 it means that the Dynamic Capability variable (Y1) has a positive effect or increases the relationship between the Business Performance variable (Y2) from the Market Orientation variable (X1) by 12.0%. Thus hypothesis H6 in this study which states that "Market Orientation (X1) has a positive and significant effect on

Business Performance (Y2) through the Dynamic Capability variable (Y1)" is accepted.

2. There is a Positive and Significant Influence of Entrepreneurship Orientation (X2) on Business Performance (Y2) through the Dynamic Capability variable (Y1)

Based on table 4.21, it is known that the value of the estimate is positive, which is 0.189. It means that the Dynamic Capability variable (Y1) has a positive effect on the Business Performance variable (Y2) or increases the Business Performance variable (Y) from the Entrepreneurial Orientation variable (X2) by 18.9%. Thus hypothesis H7 in this study



which states that "Entrepreneurial Orientation (X2) has a positive and significant effect on Business Performance (Y2) through the Dynamic Capability variable (Y1)" is accepted.

Conclusions and Suggestions

Based research on the effect of market orientation and entrepreneurial orientation on business performance mediated by dynamic capabilities of Culinary MSMEs in Bekasi can be concluded as follows:

1. There is a Positive and Significant Effect of Market Orientation (X1) on Dynamic Capability (Y1)

It is known that the P-Values = $0.001 < = 0.05$. The estimated value is positive, namely 0.525, meaning that the Market Orientation variable (X1) positively affects the Dynamic Capability variable (Y1) by 52.5%. Thus hypothesis H1 in this study which states that "Market Orientation (X1) has a positive and significant effect on Dynamic Capability (Y1)" is accepted.

2. There is a Positive and Significant Influence of Entrepreneurship Orientation (X2) to Dynamic Capability (Y1)

Based on table 4.20, it is known that the P-Values = $0.001 < = 0.05$. The estimated value is positive, 0.335, meaning that the Entrepreneurial Orientation variable (X2) has a positive effect on the Dynamic Capability variable (Y1) by 33.5%. Thus, hypothesis H2 in this study which states that "Entrepreneurship Orientation (X2) has a positive and significant effect on Dynamic Capability (Y1)" is accepted.

3. There is a Positive and Significant Effect of Market Orientation (X1) on Business Performance (Y2)

Based on table 4.20, it is known that the P-Values = $0.008 < = 0.05$. The estimated value is positive, 0.253, meaning that the Market Orientation variable (X1) has a positive or increasing effect on the Business Performance variable (Y2) by 25.3%. Thus hypothesis H3 in this study which states that "Market Orientation (X1) has a positive and significant effect on Business Performance (Y2)" is accepted.

4. There is a Positive and Significant Influence of Entrepreneurship Orientation (X2) on Business Performance (Y2)

Based on table 4.20, it is known that the P-Values = $0.001 < = 0.05$. The estimated value is positive, 0.322, meaning that the Entrepreneurial Orientation variable (X2) has a positive effect or increases the variable Business Performance (Y2) by 32.2%. Thus hypothesis H4 in this study which states that "Entrepreneurial Orientation (X2) has a positive and significant effect on Business Performance (Y2)" is accepted.

5. There is a Positive and Significant Effect of Dynamic Capability (Y1) on Business Performance (Y2)

Based on table 4.20, it is known that the P-Values = $0.001 < = 0.05$. The estimated value is positive, 0.359, meaning that the Dynamic Capability variable (Y1) has a positive or increasing effect on the Business Performance variable (Y2) by 35.9%. Thus, hypothesis H5 in this study which states that "Dynamic Capability (Y1) has a positive and significant effect on Business Performance (Y2)" is accepted.

6. There is a Positive and Significant Effect of Market Orientation (X1) on Business Performance (Y2) through the Dynamic Capability variable (Y1)

Based on table 4.21, it is known that the estimated value is positive, namely 0.120, meaning that the Dynamic Capability variable (Y1) has a positive effect or increases the relationship between the Business Performance variable (Y2) from the Market Orientation variable (X1) by 12.0%. Thus hypothesis H6 in this study, which states that "Market Orientation (X1) has a positive effect and significant on Business Performance (Y2) through the variable Capabilities Dynamic (Y1)" is accepted.

7. There is a Positive and Significant Effect of Entrepreneurial Orientation (X2) on Business Performance (Y2) through the Dynamic Capability variable (Y1)

Based on table 4.21, it is known that the estimated value is positive, namely 0.189, meaning that the Dynamic Capability variable (Y1) has a positive effect on the Business Performance variable (Y2) or increases the Business Performance variable (Y) from the Entrepreneurial Orientation variable (X2) by 18.9%. Thus hypothesis H7 in this study, which states that "Entrepreneurial Orientation (X2) has a positive and significant effect on Business Performance (Y2) through the Dynamic Capability variable (Y1)" is accepted.

Based on the results of research on the effect of market orientation and entrepreneurial orientation on business performance through the dynamic capabilities of Culinary MSMEs in Bekasi, it can be conveyed as follows:

1. For Further Research

It is hoped to provide an overview of Culinary MSMEs in Bekasi. The results of this study can offer new ideas for further research that is more specific and can complement the shortcomings of this research.

2. For Culinary MSMEs in Bekasi

This research hopes it will be helpful for Culinary MSMEs in Bekasi to learn about improving business performance through market orientation, entrepreneurial orientation, and dynamic capabilities to produce maximum business performance in various environmental conditions changes.



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