

Article

Digital Horizons, Entrepreneurial DNA, Market Prowess, and E-Commerce Magic in Wuluhan Jember's Tile MSME Landscape

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Abstract: This study investigates the impact of entrepreneurial orientation, market orientation, and e-commerce adoption on the performance of MSMEs in the roof tile industry in Wuluhan, Jember District. MSMEs play a crucial role in regional economic development and employment generation, yet their growth is often hindered by limited business synergy and operational inefficiencies. Addressing this gap, the study employs a quantitative explanatory research design using multiple linear regression analysis. Data were collected through questionnaires from 42 respondents using a saturated sampling technique. Findings reveal that entrepreneurial orientation, market orientation, and e-commerce adoption significantly influence the performance of MSMEs in the roof tile industry. These results underscore the importance of fostering these factors to enhance business competitiveness and economic sustainability in the region.

Keywords: Entrepreneurial orientation, Market orientation, E-commerce adoption to the performance of MSMEs.

1. Introduction

The growth of MSMEs in an area and their rapid modernization have a major impact on the regional economy. According to Fadhil Umar (2020), MSMEs have also been recognized as one of the main economic indicators that can create jobs. MSMEs are also important for economic growth and development, especially for those with low incomes. MSMEs are the creators of four economic sectors namely manufacturing, agribusiness, maritime business, and human resources that drive Indonesia's development, according to Hujayanti (2020). MSMEs are categorized by the Central Bureau of Statistics (BPS) based on the number of employees. Micro businesses are those with less than four employees; small businesses are those with 5 - 19 employees, medium businesses are those with 20 - 99 employees, and large businesses are those with one hundred or more employees.

Based on the Decree of the Minister of Cooperatives and Small Entrepreneur Development Number 961/KEP/M/XI/1995 defines entrepreneurship in Indonesia as the spirit, attitude, and ability of a person in managing a business with the aim of developing the latest products or technology for better service or achieving greater profits (Munawaroh, et al., 2016, in Dwi Prasetyani 2020). There are many types of MSMEs or entrepreneurship in Indonesia, and the industrial sector is one of them. Apart from being an effort to create more jobs, the development of the industrial sector is a long-term strategy to improve the unequal economic structure. Both the government and the community will benefit greatly from the growth of small industries. This can help alleviate poverty in Indonesia, which benefits both the people and the government. Since colonial times, poverty has existed in Indonesia. The best way to overcome this problem is to carry

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out active, practical and successful development that aims to increase and equalize people's income while creating jobs (Suroto, 1986: 1).

MSME performance is a topic worth discussing because it affects the long-term viability and longevity of the company. Without performance, MSMEs that have been operating so far are considered incapable of offering profitable participation to entrepreneurs and other participants. When an enterprise falls under the category of micro, small, and medium enterprises, its success can be defined as the achievement of an enterprise managed by a team of individuals based on predetermined guidelines or criteria. Product marketing relies on various tactics often implemented by businesses, such as market orientation, e-commerce adoption, and entrepreneurial orientation, to remain competitive in the business world. Having an entrepreneurial mindset is essential to improving company performance. Companies that have entrepreneurial-oriented leaders have a clear vision and are not afraid to take calculated risks to achieve high performance.

Optimal business results are also influenced by market orientation. Orientation is important to study and study in relation to business performance, because market orientation can be interpreted as an important factor affecting competitive advantage and profitability. Market orientation can guide companies to achieve competitive advantage. In addition to business and marketing orientation, there is also the introduction of e-commerce, which is also important because the success of the company is highly dependent on the success of marketing, namely the purpose of marketing activities, of course, is that the product can be marketed and gets a positive response from consumers, so that it also has a positive effect on the seller. Based on the tasks and objectives of marketing itself, media and channels are needed to market a product or service. Not only large companies need this, small businesses also need to determine which media and channels can influence and benefit their business. With the help of internet marketing, anyone can do business anytime and anywhere without having to come directly to the company and certainly not waste a lot of time (Wi-jayantini, 2018).

The growth of the internet and online marketing channels will drive more advancements in online marketing. Today, websites serve as one of the most attractive online ways to access content. As stated by Rahmidani (2015). The widespread use of e-commerce allows sellers to promote their goods quickly, simply, and for free. In addition to many other things, such as providing free advertising for users, covering advertising areas throughout Indonesia, providing contact links and quality control for advertisements offering goods and services, and uploading photos and product descriptions supported by the latest ad updates that appear. The term "e-commerce" in this study refers to the use of the internet or social networking technology, which is increasingly being debated as a way to conduct business. Utilizing the internet to communicate through Facebook, Instagram, WhatsApp, and email is one way of utilizing it to learn about goods and services.

Wuluhan sub-district is one of the areas where MSMEs grow in Jember Regency, one of which is the roof tile industry. The roof tile industry can be found in Wuluhan Sub-district, especially in Tamansari Village. The industrial sector in Tamansari Village is one of the initiatives aimed at improving the community's economy and opening up employment opportunities to improve the welfare of the surrounding community. Established in 1960 and still going strong today, the roof tile industry is one of the rural businesses in Krajan Hamlet, Tamansari Village, Wuluhan Sub-district, Jember Regency. In terms of labor absorption, one roof tile industry usually requires two to five workers for roof tile printing. One of the roof tile craftsmen in Tamansari Village, Darul Ulum, admitted that this industry absorbs a lot of local labor because almost all of the workers are local residents, so it has a significant impact on the community's economy.

Based on interviews conducted by researchers, it shows that out of a total of 42 roof tile industries, there are 33 roof tile industries that have used e-commerce, the remaining 9 roof tile industries that still do not use e-commerce and each roof tile craftsman produces roof tiles that vary or fluctuate in each month due to the performance of each craftsman. This is what makes unstable performance, development, and maintenance of a less than optimal business. The roof tile industry in Wuluhan Subdistrict has not shown any synergy between business entities or other parties in improving business efficiency. This is reflected in the fact that MSMEs in the roof tile industry in Tamansari Village, Wuluhan Subdistrict only control the market in the area around the city and district of Jember, and are still unable to market their products out-side the city, as well as the growth of output is still erratic and performance is still below standard.

This is due to a number of challenges faced by the company from both internal and external sources, including the entrepreneur's lack of understanding of the industry in which they operate, including a lack of understanding of product marketing and business development. Meanwhile, entrepreneurial knowledge and marketing strategies are ways that can be used to achieve the goals and objectives. The application of e-commerce, market orientation, and entrepreneurial orientation, three elements that have a significant impact on business success, have not been successfully implemented by MSMEs in the roof tile industry. Therefore, MSMEs in the roof tile industry in Tamansari Village, Wuluhan District need the right marketing strategy so that the marketing process can run optimally and provide benefits to business actors in the roof tile industry.

2. Materials and Methods

Research Design

This research design is quantitative. The purpose of quantitative research design based on positivist philosophy is to test hypotheses by studying certain populations or samples, collecting data through the use of research instruments, and analyzing quantitative or statistical data (Sugiyono, 2017). The variables examined in this study include independent variables, namely Entrepreneurial Orientation (X1), Market Orientation (X2) and E-Commerce Adoption (X3). While the dependent variable in this study is MSME Performance (Y).

Population, Sample, Sampling

The population in this study was the roof tile industry MSMEs in Tamansari Village, Wuluhan Jember District, which amounted to 42 roof tile craftsmen. Saturated sampling is the sample method used in this study. Where then the sample in this study is the roof tile industry MSMEs in Tamansari Village, Wuluhan Jember District, totaling 42 roof tile craftsmen.

Instrument

The data used in this research consists of primary data and secondary data, then the data collection method uses observation, interviews and questionnaires. The data measurement instrument uses a Likert scale. The data analysis technique used is statistical analysis in the form of data instrument tests, multiple linear regression analysis, classical assumption tests, hypothesis tests, and coefficient of determination (R²).

3. Results and Discussion

Data Instrument Testing

Validity Test

Table 1. Validity Test Result

Vriable	R Table	R Count	Description
Entrepreneurial Orientation (X1)			
X1.1	0,304	0,678	Valid
X1.2	0,304	0,707	Valid
X1.3	0,304	0,793	Valid
X1.4	0,304	0,743	Valid
X1.5	0,304	0,665	Valid
Market Orientation (X2)			
X2.1	0,304	0,760	Valid
X2.2	0,304	0,801	Valid
X2.3	0,304	0,760	Valid
X2.4	0,304	0,632	Valid
X2.5	0,304	0,652	Valid
E- Commerce Adoption (X3)			
X3.1	0,304	0,877	Valid
X3.2	0,304	0,794	Valid
X3.3	0,304	0,787	Valid
X3.4	0,304	0,394	Valid
X3.5	0,304	0,740	Valid
Performance MSME (Y)			
Y.1	0,304	0,697	Valid
Y.2	0,304	0,503	Valid
Y.3	0,304	0,839	Valid
Y.4	0,304	0,861	Valid

Based on table 1 above, it shows that all variables are valid, because r count of each question on the variables used in this study has a value greater than the r table value, which is more than 0.304, the in-struments of this study are entrepreneurial orientation, market orientation, e-commerce adoption, and umkm performance are declared valid.

Reliability Test

Table 2. Reliability Test Result

Variable	Standard Alpha	Cronbach's Alpha	Description
Entrepreneurial Orientation (X1)	0,60	0,739	Reliable
Market Orientation (X2)	0,60	0,770	Reliable
E- Commerce Adoption (X3)	0,60	0,772	Reliable
Performance MSME (Y)	0,60	0,718	Reliable

Based on table 2 above, it shows that all variables from the reliability test show a total value of more than 0.60, so it can be said to be reliable or consistent. So the questionnaire or questionnaire, namely entre-preneurial orientation, market orientation, e-commerce adoption, umkm performance is declared reliable or consistent.

Classical Assumption Test Result

Normality Test

Table 3. Normality Test Result

One-Sample Kolmogorov-Smirnov test		
		<i>Unstandardized Residual</i>
N		42
<i>Normal Parameters^{a,b}</i>	Mean	0,0000000
	Std. Deviation	1.71078279
<i>Most Extreme Difference</i>	Absolute	,130
	Positive	,073
	Negative	-,130
Test Statistic		,840
<i>Asymp. Sig. (2-tailed)</i>		,481

Based on table 3, it can be seen that the data in this study has an Asymp.Sig (2-tailed) value of 0.481 where $0.481 > 0.05$. So it can be concluded that the data in this study is normally distributed.

Multicollinearity Test

Table 4. Multicollinearity Test Result

Variable	Tolerance	VIF	Description
Entrepreneurial Orientation (X1)	0.446	2.240	No Multicollinearity
Market Orientation (X2)	0.520	1.922	No Multicollinearity
E- Commerce Adoption (X3)	0.616	1.623	No Multicollinearity

Based on table 4 above, it can be seen that the tolerance value > 0.1 while the VIF value is < 10 , so it can be concluded that the variables of entrepreneurial orientation, market orientation, and e-commerce adoption do not occur multicollinearity or are free from multicollinearity.

Heteroscedasticity Test

Table 5. Heteroscedasticity Test Result

Model		<i>Unstandardized Coefficients</i>		<i>Unstandardized Coefficients</i>		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-1,945	2.204		-,883	,383
	X1	-,044	,128	-,081	-,346	,731
	X2	,178	,133	,292	1,342	,188
	X3	,013	,094	,027	,136	,893

Based on table 5 above, it can be seen that the sig value of each variable, namely the entrepreneurial orientation variable (X1) is 0.731, the market orientation variable (X2) is 0.188, the e-commerce adoption variable (X3) is 0.893. From these results, it can be concluded that the regression equation model does not experience

heteroscedasticity. This is because the value of each variable has a sig value greater than 0.05.

Multiple Linear Regression Results

Multiple linear regression analysis is used to test for a positive or negative relationship between the independent variable and the dependent variable if the variable value increases or decreases.

Table 6. Multiple Linear Regression Analysis

<i>Unstandardized</i>	<i>Coefficients</i>		<i>Unstandardized Coefficients</i>		
	B	Std.Error	Beta	T	Sig
Model					
1.(Constant)	3,873	,683		5,669	.000
Entrepreneurial Orientation (X1)	.083	.040	.144	2,100	.042
Market Orientation (X2)	.215	.041	.331	5,224	.000
E-Commerce Adoption (X3)	.424	.029	.846	14,527	.000

Based on table 6 above, it can be seen that the regression equation is as follows:

$$Y = 3.873 + 0.083X1 + 0.215X2 + 0.424X3 + e$$

- 1) The constant value shows 3.873 from the above equation, a positive constant value is obtained, which means that the value of the independent variable entrepreneurial orientation (X1), market orientation (X2), e-commerce adoption (X3) is considered coefficient, then the performance of umkm (Y) in this study has a positive relationship.
- 2) The coefficient value of the entrepreneurial orientation variable (X1) of 0.083 shows a positive value on the performance of umkm (Y). This proves that entrepreneurial orientation has a positive relationship to the dependent variable, namely the performance of the umkm roof tile industry in Wuluhan District. If the value of entrepreneurial orientation increases, the value of umkm performance increases as well, and vice versa if the value of entrepreneurial orientation decreases, the value of umkm performance will decrease. Thus it can be seen that the existence of entrepreneurial orientation can improve the performance of umkm roof tile industry in Wuluhan Subdistrict.
- 3) The coefficient value of the market orientation variable (X2) of 0.215 shows a positive value on the performance of umkm (Y). This proves that market orientation has a positive relationship to the dependent variable, namely the performance of the umkm roof tile industry in Wuluhan Subdistrict. If the value of market orientation increases, the value of umkm performance increases as well, and vice versa if the value of market orientation decreases, the value of umkm performance will decrease. Thus it can be seen that the existence of market orientation can improve the performance of umkm tile industry in Wuluhan Subdistrict.
- 4) The coefficient value of the e-commerce adoption variable (X3) of 0.424 shows a positive value on the performance of umkm (Y). This proves that the adoption of e-commerce has a positive relationship to the dependent variable, namely the performance of the umkm roof tile industry in Wuluhan Subdistrict. If the value of e-commerce adoption increases, the value of umkm performance increases as well, and vice versa if the value of e-commerce adoption decreases, the value of umkm performance will decrease.

Thus it can be seen that the adoption of e-commerce can improve the performance of the umkm roof tile industry in Wuluhan District.

Hypothesis Test Results

Table 7. Hypothesis Test Result

Variable	t count	Significance
Entrepreneurial Orientation (X1)	2,100	.042
Market Orientation (X2)	5,224	.000
E- Commerce Adoption (X3)	14,527	.000

Based on table 7, several things are known including, For H1 From the results of the t test, it shows that the t count of the entrepreneurial orientation variable is 2.100 and has a significance value of $0.042 < 0.05$ ($=5\%$), so H_0 is rejected and H1 is accepted, so it can be concluded that the entrepreneurial orientation variable has a significant effect on the performance of the umkm roof tile industry in Wuluhan District.

Then for H2 From the t test results, it shows that the t count of the market orientation variable is 5.224 and has a significance value of $0.000 < 0.05$ ($=5\%$), then H_0 is rejected and H2 is accepted, so it can be concluded that the market orientation variable has a significant effect on the performance of the umkm roof tile industry in Wuluhan Subdistrict. And for H3, the t test results show that the t count of the e-commerce adoption variable is 14.527 and has a significance value of $0.000 < 0.05$ ($=5\%$), so H_0 is rejected and H3 is accepted, so it can be concluded that the e-commerce adoption variable has a significant effect on the performance of the MSMEs roof tile industry in Wuluhan Jember District.

Determination Coefficient Results R

Table 8. iDetermination Coefficient Results iR

Model	R	R Square	R Square Adjusted	Std. Error of the Estimate
1	0.959 ^a	0.921	0.914	0.35541

Based on the results of the analysis in table 8 above, it is obtained that the coefficient of multiple determination (R^2) is 0.914, which means that the variation that occurs in the variable performance of SMEs (Y) is 91.4%, which is explained by the variables of entrepreneurial orientation (X1), market orientation (X2), e-commerce adoption (X3). The remaining 8.6% is explained by other factors outside the research model such as motivation, innovation, and competitive advantage.

4. Discussion

Influence of entrepreneurial orientation on the performance of MSMEs

The test results show that the entrepreneurial orientation variable has a significant effect on the performance of the umkm roof tile industry. As evidenced by the t count of

2.100 from the entrepreneurial orientation variable and has a significance value of $0.042 < 0.05$ ($=5\%$), H_0 is rejected and H_1 is accepted. Entrepreneurial orientation is an arrangement that combines entrepreneurship and strategic management. Strategic management requires that companies have and utilize competitive advantages in the context of a particular environment, at the same time entrepreneurship actively seeks competitive advantages through product, process, and market innovation (Kartuko and Audretsch, 2009). According to Ginsberg in Isa (2011), the notion of entrepreneurial orientation is the tendency of individuals to innovate, be proactive and willing to take risks to start or manage a business. According to Risnawati and Noermijati (2008), entrepreneurial orientation is the orientation of the company's strategy in entrepreneurship to gain a competitive advantage with indicators: self-confidence (90%), proactivity (87%), ability to innovate (88%), have a leadership spirit (88%), and dare to take risks (75%).

This study found that the better the entrepreneurial orientation, the performance of umkm will increase. The effective attachment in this study is that entrepreneurial orientation refers to processes, practices, and decision making that refer to new inputs and have three entrepreneurial factors, namely, always being innovative, acting proactively and taking risks. The results of this study are in line with research conducted by Samsul Haji (2017) which shows that entrepreneurial orientation has a significant effect on the performance of umkm and research conducted by Le and Pratama (2019) which shows that entrepreneurial orientation affects the performance of small and medium enterprises.

Influence of market orientation on the performance of MSMEs

The test results show that the market orientation variable has a significant effect on the performance of the umkm tile industry. As evidenced by the t count of 5.224 from the market orientation variable and has a significance value of $0.000 < 0.05$ ($=5\%$), H_0 is rejected and H_2 is accepted. Market orientation as setting strategic consumer goals and building an organization that focuses on customer service, provides the basis for competition that focuses inward, providing services that meet the expectations of consumers, so as to successfully win a competition. According to (Agustina, 2019) that market orientation consists of three (3) dimensions, namely customer orientation, competitor orientation, inter-functional coordination, each dimension is measured using three indicators, including: (1) customer orientation, namely companies that focus on customers and customers are an important element in market orientation including obtaining information about customer needs and desires, (2) competitor orientation, namely understanding the strengths, weaknesses and capabilities of competitors, (3) coordination between functions, namely elements in the business can contribute to creating customer value. With indicators: customer orientation (87%), competitor orientation (85%), inter-functional coordination (85%), market responsiveness (90%), product innovation (87%).

This study found that market orientation is an effective and appropriate business culture that creates employee behavior in such a way that it can support creating superior value for customers. In other words, the quality of market-oriented behavior will increase if organizational members increase learning orientation which will ultimately have an impact on increasing performance, success in making new products, and market share. The results of this study are in line with research conducted by Zulkarnain and Mukarrahmah (2019) which shows that market orientation has a significant effect on the performance of umkm and research conducted by Nurhayati (2020) with research results showing that market orientation has a significant effect on business performance.

Influence of E-Commerce adoption on the performance of MSMEs

The test results show that the e-commerce adoption variable has a significant effect on the performance of the umkm tile industry. Evidenced by the t count of 14, 527 from the E-Commerce adoption variable and has a significance value of $0.000 < 0.05$ ($=5\%$), so H_0 is rejected and H_3 is accepted. Electronic Commerce (e-commerce) is a new concept commonly described as the process of buying and selling goods or services on the World Wide Web Internet (shim, Qureshi, siegel, 2000) in M. Suyanto's book (2003: 11) or the process of buying and selling or exchanging products, services and information through

information networks including the internet (Turban, Lee, King, Chung, 2000) in Suyanto's book (2003: 11). Chamdan Purnama (2010) and Rozzaid et al (2023) states that professional small entrepreneurs are not just doing business as a means of avoiding boredom but doing business towards a dynamic culture and demanding mastery of science and technology, high productivity and quality of work that can increase the competitiveness of their business. The extensive adoption of e-commerce by most MSMEs is highly dependent on the business owner's acceptance of e-commerce technology. With indicators: organizational readiness (85%), external encouragement, (89%), attitude towards technology use (85%), availability of e-commerce websites (88%), online payment methods (75%).

The results of this study indicate that the existence of e-commerce can automate several business processes, such as message processing and payment, so that the roof tile industry umkm can focus more on product development and marketing. In this e-commerce service, it also increases customer trust, namely, most e-commerce platforms have a product review and rating feature. This helps in building customer trust, as they can see other previous purchasing experiences. The results of this study are in line with research conducted by Wilson Wijaya (2023) and Indriya et al. (2024) which proves that e-commerce applications have a significant effect on the performance of umkm and research conducted by Ni Made Werin Sarastyarini I Ketut Yadnyana (2018) with research results showing that e-commerce affects the performance of small and medium enterprises in Denpasar.

5. Conclusion

Based on the results of this research, the following conclusions were found:

- 1) Entrepreneurial orientation has a significant effect on the performance of umkm SMEs tile industry in Wuluhan sub-district, Jember district. This study found that the better the entrepreneurial orientation, the performance of umkm will increase.
- 2) Market orientation has a significant effect on the performance of SMEs tile industry Wuluhan Jember District. This study found that market orientation is an effective and appropriate business culture that creates employee behavior in such a way that it can support creating superior value for customers.
- 3) The adoption of e-commerce has a significant effect on the performance of the SMEs roof tile industry in Wuluhan District. This study found that the existence of e-commerce can automate several business processes, such as message processing and payment, so that the umkm tile industry can focus more on product development and marketing. In this e-commerce service, it also increases customer trust, namely, most e-commerce platforms have a product review and rating feature. This helps build customer trust, as they can see other previous purchasing experiences.

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