

DAFTAR PUSTAKA

- Amabile, Teresa M. 1996. "Assesing The Work Environment For Creativity". *Academy of Management Journal*, p.1154-1184.
- Baker, W. E., & Sinkula, J. M. 1999. The Synergistic Effect of Market Orientation and Learning Orientation on Organizational Performance. *Journal of the Academy of Marketing Science*, p. 411–427.
- Batista, P. C. de S., Lisboa, J. V. de O., Augusto, M. G., & Almeida, F. E. B. de. 2016. Effectiveness of business strategies in Brazilian textile industry. *Jurnal Administrasi Manajemen*, p. 225–239. doi:10.5700/rausp1236
- Bharadwaj, S. G., Varadarajan, P. R., & Fahy, J. 1993. Sustainable Competitive Advantage in Service Industries: A Conceptual Model and Research Propositions. *Journal of Marketing*, 57(4), 83–99. doi:10.1177/002224299305700407
- Boso, N., Story, V. M., & Cadogan, J. W. 2013. Entrepreneurial orientation, market orientation, network ties, and performance: Study of entrepreneurial firms in a developing economy. *Journal of Business Venturing*, 28(6), 708–727. doi:10.1016/j.jbusvent.2013.04.001
- Didonet, S., Simmons, G., Díaz-Villavicencio, G., & Palmer, M. 2012. The relationship between small business market orientation and environmental uncertainty. *Marketing Intelligence & Planning*.
- Ghozali, Imam. 2013. *Aplikasi Analisis Multivariat dengan program SPSS*. Badan penerbit Universitas Diponegoro.
- Helia, R. N. Farida, dan B. Prabawani. 2015. "Pengaruh Orientasi Pasar dan Orientasi Kewirausahaan Terhadap Keunggulan Bersaing Melalui Inovasi Produk sebagai Variabel Antara (Studi Kasus pada IKM Batik di Kampung Batik Laweyan, Solo)," *Jurnal Ilmu Administrasi Bisnis*, vol. 4, no. 4, pp. 281-290.
- Hurley, R. F., & Hult, G. T. M. 1998. Innovation, Market Orientation, and Organizational Learning: An Integration and Empirical Examination. *Journal of Marketing*, 62(3), 42–54.
- Jayaningrum, E. (2017). Pengaruh orientasi pasar, inovasi, orientasi kewirausahaan terhadap keunggulan bersaing dan kinerja pemasaran (Studi pada Kuliner Kafe kota Malang). Dissertation. Universitas Brawijaya, Malang.
- Kaplan, Robert S. dan Norton, David P. 2000. *Balanced Scorecard Menerapkan Strategi Menjadi Aksi*. Jakarta: Erlangga.

- Lechner, C., & Gudmundsson, S. V. 2012. Entrepreneurial orientation, firm strategy and small firm performance. *International Small Business Journal*, 32(1), 36–60. doi:10.1177/0266242612455034
- Linton, G., & Kask, J. 2017. Configurations of entrepreneurial orientation and competitive strategy for high performance. *Journal of Business Research*, 70, 168-176.
- Lumpkin GT, Cogliser C and Schneider D. 2009. Understanding and measuring autonomy: An entrepreneurial orientation perspective. *Entrepreneurship Theory and Practice* 33(3): 47–69.
- Mahmood, R., & Hanafi, N. 2013. Entrepreneurial orientation and business performance of women-owned small and medium enterprises in Malaysia: Competitive advantage as a mediator. *International Journal of Business and Social Science (IJBS)*, 4(1), 82-90.
- Merakati, I., Rusdarti, R., & Wahyono, W. 2017. Pengaruh Orientasi Pasar, Inovasi, Orientasi Kewirausahaan melalui Keunggulan Bersaing Terhadap Kinerja Pemasaran. *Journal Of Economic Education*, 6(2), 114-123.
- Methasari, M. 2018. Analisis Orientasi Pasar, Inovasi Dan Kreativitas Terhadap Kinerja Pemasaran Pada Umkm Di Kabupaten Madiun. *Jurnal Ilmu Administrasi Negara* 8 (2). doi.org/10.33005/jdg.v8i2.1192
- Murray, Janet Y., Gerald Yong Gao, and Masaaki Kotabe. 2011. Market orientation and performance of export ventures: the process through marketing capabilities and competitive advantages. *Journal of the Academy of Marketing Science*, 252-269.
- Narastika, A.A. Rai, Ni Nyoman Kerti Yasa. 2017. “Peran Inovasi Produk Dan Keunggulan Bersaing Memediasi Pengaruh Orientasi Pasar Terhadap Kinerja Pemasaran”. *Jurnal Ilmu Manajemen*, 7 (1), hal.1-20.
- Narver, J. C., & Slater, S. F. 1990. The Effect of a Market Orientation on Business Profitability. *Journal of Marketing*, 54(4), 20–35.
- Porter, Michael. E. 1990. “*Keunggulan Bersaing, Menciptakan dan Mempertahankan Kinerja Unggul*”, Erlangga, Jakarta.
- Price, D. P., Stoica, M., & Boncella, R. J. 2013. The relationship between innovation, knowledge, and performance in family and non-family firms: an analysis of SMEs. *Journal of innovation and Entrepreneurship*, 2(1), 14.
- Raharso, Sri, 2006, “Inovasi di Industri Eceran: Mampukan Berperan Sebagai Mediator antara Orientasi Pasar dan Kinerja Organisasi”. *Jurnal Bisnis Strategi*, Vol 15, No. 1, Program Magister Manajemen. Universitas Diponegoro.

- Rhee, J., Park, T., & Lee, D. H. 2010. Drivers of innovativeness and performance for innovative SMEs in South Korea: Mediation of learning orientation. *Technovation*, 30(1), 65-75.
- Robbins, Stephen P. dan Mary Coulter. 2010. *Manajemen jilid 1 (edisi 10)*. Jakarta: Erlangga.
- Robinson, Pierce. 2011. *Manajemen Strategis: Formulasi, Implementasi, dan Pengendalian*. Edisi 10. Jakarta: Salemba Empat.
- Saeidi, S. P., Sofian, S., Saeidi, P., Saeidi, S. P., & Saaeidi, S. A. (2015). How does corporate social responsibility contribute to firm financial performance? The mediating role of competitive advantage, reputation, and customer satisfaction. *Journal of Business Research*, 68(2), 341–350. doi:10.1016/j.jbusres.2014.06.024
- Santos, J. B. & Brito, L. A. L. 2012. Toward a subjective measurement model for firm performance. *Brazilian Administration Review (BAR)*, 9(6), 95–117. <http://dx.doi.org/10.1590/S1807-76922012000500007>
- Sekaran, U. 2003. *Research methods for business: A skill-building approach (14 ed.)*. New York: John Wiley & Sons.
- Setyawati, H. A. 2013. Pengaruh Orientasi Kewirausahaan dan Orientasi Pasar Terhadap Kinerja Perusahaan Melalui Keunggulan Bersaing dan Persepsi Ketidakpastian Lingkungan Sebagai Prediksi Variabel Moderasi (Survey pada UMKM Perdagangan di Kabupaten Kebumen). *Fokus Bisnis: Media Pengkajian Manajemen dan Akuntansi*, 12(2).
- Setyawati, S. M., & Rosiana, M. 2015. Inovasi dan Keunggulan Kompetitif Sebagai Variabel Mediasi Pengaruh Orientasi Pasar Terhadap Kinerja Bisnis (Studi Empiris Pada Usaha Kecil dan Menengah di Purwokerto). *Sustainable Competitive Advantage (SCA)*, 5(1).
- Suendro, G. 2010. Analisis Pengaruh Inovasi Produk Melalui Kinerja Pemasaran Untuk Mencapai Keunggulan Bersaing Berkelanjutan (Studi Kasus Pada Industri Kecil Dan Menengah Batik Pekalongan). Disertasi. Universitas Diponegoro, Semarang.
- Sugiarto, 2001. Pengaruh Motivasi terhadap Kinerja di Kantor Pemeriksa Daerah Kabupaten Boyolali, *Jurnal Daya Saing* Vol. 2, No. 2, Desember 2001, MM UMS, Surakarta
- Sugiyono, 1999, “*Metode Penelitian Bisnis*”, Alfabeta Bandung.
- Sugiyono, Prof. Dr. 2011. *Metode Penelitian Kuantitatif, Kualitatif Dan R & D*. Bandung: Alfabeta.
- Sugiyono. 2016. *Metode Penelitian Kombinasi (Mixed Methods)*. Bandung: Alfabeta.

- Suliyanto, S., & Rahab, R. 2012. The role of market orientation and learning orientation in improving innovativeness and performance of small and medium enterprises. *Asian Social Science*, 8(1), 134.
- Syukron, Muhamad Z. 2016. Pengaruh Orientasi Pasar Dan Orientasi Kewirausahaan Terhadap Inovasi Produk Dan Keunggulan Bersaing UMKM Jenang Di Kabupaten Kudus. *Jurnal Administrasi Bisnis* 5.1: 24-34.
- Uncles, Mark. 2000. "Market Orientation". *Australian Journal of Management*. Vol.25, No.2.
- Usvita, M. (2015). Pengaruh Orientasi Kewirausahaan dan Orientasi Pasar terhadap Kinerja Perusahaan melalui Keunggulan Bersaing sebagai Variabel Intervening (Survey pada UKM Pangan Dinas Perindagtamben Kota Padang). *Jurnal Apresiasi Ekonomi*, 3(1), 30-37.
- Utaminingsih, A. 2016. Pengaruh Orientasi Pasar, Inovasi, Dan Kreativitas Strategi Pemasaran Terhadap Kinerja Pemasaran Pada Ukm Kerajinan Rotan Di Desa Teluk Wetan, Welahan, Jepara. *Jurnal media Ekonomi* Vol 31, No 2 (2016). Doi: [dx.doi.org/10.24856/mem.v31i2.411](https://doi.org/10.24856/mem.v31i2.411)
- Wahyono, 2002, Orientasi Pasar dan Inovasinya: Pengaruhnya Terhadap Kinerja Pemasaran, *Jurnal Sains Pemasaran Indonesia*, Vol.1 N0.1. Hal 23-40
- Weerawardena, J. 2003. Exploring the role of market learning capability in competitive strategy. *European journal of marketing*.
- Wulandary, Ayu. 2017. Pengaruh orientasi kewirausahaan terhadap kinerja usaha pada industri umkm abon ikan di kota makassar the effect of entrepreneurship orientation toward business performance in fish abon sme industry in makassar city. *Jofsa*, Vol.1, No.2, Oktober 2017 , pp. 71-77 ISSN: 2597-9426
- Yan, S. 2010. *Competitive strategy and business environment: The case of small enterprises in China*. *Asian Social Science*, 6(11), 64.

LAMPIRAN

Lampiran 1. Kuesioner Penelitian

IDENTITAS RESPONDEN

Identitas Responden:

1. Nama Responden :
2. Jenis Kelamin : L / P
3. Umur Responden :
4. Nama Toko :
5. Alamat Toko :
6. Lamanya Toko beroperasi :
7. Apakah Bapak / Ibu yang memiliki Toko? Ya / Tidak
8. Apakah Bapak / Ibu yang mengurus Toko tersebut? Ya / Tidak
9. Berapakah jumlah karyawan yang ada di Toko Bapak / Ibu?

PEDOMAN PENGISIAN KUESIONER

1. Untuk menjawab setiap pertanyaan tertutup pada kuesioner yang disediakan, Bapak / Ibu cukup mengisi dengan tanda (√) pada kolom nilai 1 sampai dengan 5 pada kotak nilai yang dianggap paling mewakili kondisi yang terjadi di Toko Bapak / Ibu.
2. Apabila jawaban Bapak / Ibu cenderung setuju maka berikan tanda (√) pada kolom nilai 4 – 5, semakin ke 5 maka jawaban makin setuju.
3. Apabila jawaban Bapak / Ibu cenderung tidak setuju maka berikan tanda (√) pada kolom 1 – 3, semakin ke 1 maka jawaban makin tidak setuju.

Keterangan: 1 ←————→ 5

Sangat Tidak Setuju

Sangat Setuju

1	2	3	4	5

Contoh Pengisian :

<u>Orientasi Pasar</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
Perusahaan memperhatikan masukan dari pelanggan mengenai desain produk yang mereka inginkan.				√	

Artinya: Perusahaan cenderung setuju dalam hal memperhatikan masukan dari pelanggan mengenai desain produk yang mereka inginkan.

KUESIONER

Variabel Orientasi Pasar

PERNYATAAN		1	2	3	4	5
Orientasi Pelanggan						
1	Toko kami sering melakukan interaksi dengan pelanggan untuk mengetahui bagaimana melayani mereka dengan baik					
2	Toko kami mengkaji ulang produk yang kami jual untuk bisa menjamin bahwa produk kami sesuai dengan keinginan pelanggan					
3	Toko kami mengkaji ulang terhadap pengaruh perubahan pasar agar sesuai keinginan pelanggan.					
4	Toko Kami memahami dan menanggapi keluhan dan keinginan pelanggan.					
5	Toko Kami melayani pengiriman barang bagi pelanggan.					
Orientasi Pesaing						
6	Toko Kami merespon secara positif apa yang dilakukan pesaing.					
7	Toko Kami menempatkan pesaing sebagai mitra bisnis					
8	Toko kami berusaha menanggapi perkembangan toko lain sebagai acuan melakukan perbaikan					
Koordinasi antar fungsi						
9	Toko Kami memberikan pelayanan yang baik, saya selalu berkoordinasi dengan berbagai pihak.					
10	Toko Kami selalu berbagi informasi bisnis dengan sesama pedagang.					

Variabel Inovasi Marketplace

PERNYATAAN		1	2	3	4	5
Inovasi Teknis						
1	Toko kami melakukan penjualan produk dengan media lain (<i>social media, online platform, dll.</i>)					
2	Toko kami berinovasi dalam proses penjualan agar lebih efektif dan efisien dan atau dalam proses administratif.					
Perubahan Desain						
3	Toko kami melakukan perubahan tampilan / tatanan toko untuk menarik daya beli pelanggan					
4	Toko kami memiliki branding tersendiri dalam produk yang kami produksi.					
Sistem Administrasi						
5	Toko kami melakukan sistem modernisasi pembayaran sesuai dengan permintaan pelanggan (mesin cashier, pembayaran menggunakan platform online transfer (Bank / OVO / Go Pay / Platform lain)					
6	Toko kami melibatkan karyawan untuk proses administrasi penjualan yang efisien.					
Perubahan Sistem Distribusi						
7	Toko kami melakukan pengembangan distribusi penjualan barang (menggunakan kurir antar)					
8	Toko kami melayani pesanan pelanggan berbasis teknologi (via Whatsapp, Massanger atau Telfon)					
Daya Kreatifitas						
9	Toko kami mencoba membuat produk unggulan toko kami sendiri					
10	Toko kami memunculkan ide baru untuk mempromosikan produk dengan melihat trend pasar					

Variabel Orientasi Kewirausahaan

PERNYATAAN		1	2	3	4	5
Pengambilan Resiko						
1	Toko Kami berani mengambil resiko untuk mengembangkan usaha.					
2	Toko Kami tidak takut rugi apabila ada perubahan mode penjualan.					
3	Toko kami berani mengambil barang stock lebih dari yang ditargetkan untuk mengantisipasi adanya kenaikan permintaan pelanggan.					
Flexibel						
4	Toko kami berusaha untuk selalu meningkatkan kinerja penjualan.					
5	Toko kami selalu proaktif dalam mendorong peningkatan kinerja penjualan jika terjadi perubahan model distribusi ke pelanggan.					
Antisipatif						
6	Toko Kami selalu mencari alternatif yang paling baik untuk mengatasi resiko di masa akan datang.					
7	Toko kami terus mencari peluang guna mengantisipasi persoalan yang akan muncul di masa mendatang.					
Proaktif						
8	Toko kami selalu menawarkan produk terbaru bagi pelanggan					
9	Toko kami memiliki inovasi penjualan guna mengembangkan keinginan pelanggan.					
10	Toko kami mempromosikan dan mendistribusikan produk secara aktif melalui media iklan atau media sosial.					

Variabel Keunggulan Bersaing

PERNYATAAN		1	2	3	4	5
Keunikan Produk						
1	Toko kami memiliki ciri khas yang tidak dimiliki oleh pesaing					
2	Toko kami memiliki teknologi modern untuk meningkatkan keunggulan bersaing.					
Harga Bersaing						
3	Toko kami menetapkan harga dapat bersaing di pasar					
4	Toko kami memberikan kualitas terbaik dari produk pesaing					
Jarang Dijumpai / Langka						
5	Toko kami memiliki inovasi produk yang berbeda dengan pesaing					
6	Toko kami memiliki produk yang jarang dijumpai di pasar					
Tidak Mudah ditiru						
7	Toko kami memiliki produk yang tidak mudah ditiru oleh pesaing					
8	Toko kami bergerak cepat dalam mengembangkan produk baru dibanding dengan pesaing.					
Tidak Mudah digantikan						
9	Toko kami tidak memiliki produk pengganti yang sama					
10	Toko kami sensitive terhadap perubahan permintaan pelanggan sehingga selalu menyesuaikan permintaan pelanggan.					

Variabel Kinerja Bisnis

PERNYATAAN		1	2	3	4	5
Omzet Penjualan						
1	Toko kami memiliki kenaikan omzet lebih tinggi dibandingkan dengan tahun sebelumnya.					
2	Pencapaian omzet toko kami melebihi target.					
Peningkatan Penjualan						
3	Pertumbuhan toko kami sudah mencapai target yang ditentukan.					
4	Pencapaian laba toko kami semakin meningkat.					
Sales Return						
5	Toko kami memiliki hasil penjualan lebih tinggi di bandingkan tahun sebelumnya.					
6	Toko kami sudah mencapai target penjualan yang diinginkan					
Jangkauan Wilayah						
7	Toko kami memiliki pelanggan lebih luas dari pesaing					
8	Toko kami memiliki pelanggan diluar dari wilayah pemasaran kami					
9	Toko kami memiliki pelanggan loyal untuk mengajak teman atau keluarganya agar berbelanja ditoko saya.					
10	Toko kami memiliki pelanggan yang meningkat dari waktu kewaktu					

Lampiran 2. Uji Realibilitas dan Validitas

Variabel Orientasi Pasar

		Correlations										
		X1.1	X1.2	X1.3	X1.4	X1.5	X1.6	X1.7	X1.8	X1.9	X1.10	JumlahX1
X1.1	Pearson Correlation	1	.298**	.359**	1.000**	.359**	1.000**	.307**	.359**	1.000**	.508**	.835**
	Sig. (2-tailed)		.003	.000	.000	.000	.000	.002	.000	.000	.000	.000
	N	100	100	100	100	100	100	100	100	100	100	100
X1.2	Pearson Correlation	.298**	1	.434**	.298**	.434**	.298**	.469**	.434**	.298**	.782**	.631**
	Sig. (2-tailed)	.003		.000	.003	.000	.003	.000	.000	.003	.000	.000
	N	100	100	100	100	100	100	100	100	100	100	100
X1.3	Pearson Correlation	.359**	.434**	1	.359**	1.000**	.359**	.223**	1.000**	.359**	.545**	.730**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.026	.000	.000	.000	.000
	N	100	100	100	100	100	100	100	100	100	100	100
X1.4	Pearson Correlation	1.000**	.298**	.359**	1	.359**	1.000**	.307**	.359**	1.000**	.508**	.835**
	Sig. (2-tailed)	.000	.003	.000		.000	.000	.002	.000	.000	.000	.000
	N	100	100	100	100	100	100	100	100	100	100	100
X1.5	Pearson Correlation	.359**	.434**	1.000**	.359**	1	.359**	.223**	1.000**	.359**	.545**	.730**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.026	.000	.000	.000	.000
	N	100	100	100	100	100	100	100	100	100	100	100
X1.6	Pearson Correlation	1.000**	.298**	.359**	1.000**	.359**	1	.307**	.359**	1.000**	.508**	.835**
	Sig. (2-tailed)	.000	.003	.000	.000	.000		.002	.000	.000	.000	.000
	N	100	100	100	100	100	100	100	100	100	100	100
X1.7	Pearson Correlation	.307**	.469**	.223**	.307**	.223**	.307**	1	.223**	.307**	.659**	.542**
	Sig. (2-tailed)	.002	.000	.026	.002	.026	.002		.026	.002	.000	.000
	N	100	100	100	100	100	100	100	100	100	100	100
X1.8	Pearson Correlation	.359**	.434**	1.000**	.359**	1.000**	.359**	.223**	1	.359**	.545**	.730**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.026		.000	.000	.000
	N	100	100	100	100	100	100	100	100	100	100	100
X1.9	Pearson Correlation	1.000**	.298**	.359**	1.000**	.359**	1.000**	.307**	.359**	1	.508**	.835**
	Sig. (2-tailed)	.000	.003	.000	.000	.000	.000	.002	.000		.000	.000
	N	100	100	100	100	100	100	100	100	100	100	100
X1.10	Pearson Correlation	.508**	.782**	.545**	.508**	.545**	.508**	.659**	.545**	.508**	1	.814**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000
	N	100	100	100	100	100	100	100	100	100	100	100
JumlahX1	Pearson Correlation	.835**	.631**	.730**	.835**	.730**	.835**	.542**	.730**	.835**	.814**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	
	N	100	100	100	100	100	100	100	100	100	100	100

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Reliability Statistics

Cronbach's Alpha	N of Items
.871	10

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
X1.1	36.2000	14.343	.769	.844
X1.2	36.3100	15.549	.506	.865
X1.3	36.3100	15.246	.655	.854
X1.4	36.2000	14.343	.769	.844
X1.5	36.3100	15.246	.655	.854
X1.6	36.2000	14.343	.769	.844
X1.7	36.2300	16.138	.383	.874
X1.8	36.3600	15.202	.615	.856
X1.9	36.1300	16.437	.290	.883
X1.10	36.2700	15.371	.543	.862

Variabel Inovasi Marketplace

		Correlations										
		X2.1	X2.2	X2.3	X2.4	X2.5	X2.6	X2.7	X2.8	X2.9	X2.10	JumlahX2
X2.1	Pearson Correlation	1	.526 ^{**}	.540 ^{**}	1.000 ^{**}	.528 ^{**}	.540 ^{**}	1.000 ^{**}	.470 ^{**}	.540 ^{**}	.644 ^{**}	.845 ^{**}
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	100	100	100	100	100	100	100	100	100	100	100
X2.2	Pearson Correlation	.526 ^{**}	1	.464 ^{**}	.526 ^{**}	.598 ^{**}	.464 ^{**}	.526 ^{**}	.619 ^{**}	.464 ^{**}	.814 ^{**}	.747 ^{**}
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	100	100	100	100	100	100	100	100	100	100	100
X2.3	Pearson Correlation	.540 ^{**}	.464 ^{**}	1	.540 ^{**}	.370 ^{**}	1.000 ^{**}	.540 ^{**}	.386 ^{**}	1.000 ^{**}	.519 ^{**}	.816 ^{**}
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000
	N	100	100	100	100	100	100	100	100	100	100	100
X2.4	Pearson Correlation	1.000 ^{**}	.526 ^{**}	.540 ^{**}	1	.528 ^{**}	.540 ^{**}	1.000 ^{**}	.470 ^{**}	.540 ^{**}	.644 ^{**}	.845 ^{**}
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000
	N	100	100	100	100	100	100	100	100	100	100	100
X2.5	Pearson Correlation	.528 ^{**}	.598 ^{**}	.370 ^{**}	.528 ^{**}	1	.370 ^{**}	.528 ^{**}	.546 ^{**}	.370 ^{**}	.779 ^{**}	.698 ^{**}
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000
	N	100	100	100	100	100	100	100	100	100	100	100
X2.6	Pearson Correlation	.540 ^{**}	.464 ^{**}	1.000 ^{**}	.540 ^{**}	.370 ^{**}	1	.540 ^{**}	.386 ^{**}	1.000 ^{**}	.519 ^{**}	.816 ^{**}
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000
	N	100	100	100	100	100	100	100	100	100	100	100
X2.7	Pearson Correlation	1.000 ^{**}	.526 ^{**}	.540 ^{**}	1.000 ^{**}	.528 ^{**}	.540 ^{**}	1	.470 ^{**}	.540 ^{**}	.644 ^{**}	.845 ^{**}
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000
	N	100	100	100	100	100	100	100	100	100	100	100
X2.8	Pearson Correlation	.470 ^{**}	.619 ^{**}	.386 ^{**}	.470 ^{**}	.546 ^{**}	.386 ^{**}	.470 ^{**}	1	.386 ^{**}	.788 ^{**}	.680 ^{**}
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000
	N	100	100	100	100	100	100	100	100	100	100	100
X2.9	Pearson Correlation	.540 ^{**}	.464 ^{**}	1.000 ^{**}	.540 ^{**}	.370 ^{**}	1.000 ^{**}	.540 ^{**}	.386 ^{**}	1	.519 ^{**}	.816 ^{**}
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000
	N	100	100	100	100	100	100	100	100	100	100	100
X2.10	Pearson Correlation	.644 ^{**}	.814 ^{**}	.519 ^{**}	.644 ^{**}	.779 ^{**}	.519 ^{**}	.644 ^{**}	.788 ^{**}	.519 ^{**}	1	.853 ^{**}
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000
	N	100	100	100	100	100	100	100	100	100	100	100
JumlahX2	Pearson Correlation	.845 ^{**}	.747 ^{**}	.816 ^{**}	.845 ^{**}	.698 ^{**}	.816 ^{**}	.845 ^{**}	.680 ^{**}	.816 ^{**}	.853 ^{**}	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	
	N	100	100	100	100	100	100	100	100	100	100	100

** . Correlation is significant at the 0.01 level (2-tailed).

Reliability Statistics

Cronbach's Alpha	N of Items
.910	10

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X2.1	36.1500	19.199	.740	.898
X2.2	36.3400	19.621	.665	.902
X2.3	36.1700	18.627	.764	.896
X2.4	36.2400	20.083	.585	.907
X2.5	36.2400	19.821	.617	.905
X2.6	36.1100	19.129	.665	.902
X2.7	36.1800	19.139	.782	.896
X2.8	36.2200	20.335	.599	.906
X2.9	36.3500	18.694	.592	.910
X2.10	36.2500	18.937	.806	.894

Variabel Orientasi Kewirausahaan

		Correlations										
		X3.1	X3.2	X3.3	X3.4	X3.5	X3.6	X3.7	X3.8	X3.9	X3.10	JumlahX3
X3.1	Pearson Correlation	1	.370**	.105	.118	.370**	.105	.118	.255*	.370**	.238*	.428**
	Sig. (2-tailed)		.000	.300	.243	.000	.300	.243	.011	.000	.017	.000
	N	100	100	100	100	100	100	100	100	100	100	100
X3.2	Pearson Correlation	.370**	1	.513**	.459**	1.000**	.513**	.459**	.306**	1.000**	.482**	.870**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.002	.000	.000	.000
	N	100	100	100	100	100	100	100	100	100	100	100
X3.3	Pearson Correlation	.105	.513**	1	.488**	.513**	1.000**	.488**	.255*	.513**	.216*	.739**
	Sig. (2-tailed)	.300	.000		.000	.000	.000	.000	.011	.000	.031	.000
	N	100	100	100	100	100	100	100	100	100	100	100
X3.4	Pearson Correlation	.118	.459**	.488**	1	.459**	.488**	1.000**	.310**	.459**	.251*	.744**
	Sig. (2-tailed)	.243	.000	.000		.000	.000	.000	.002	.000	.012	.000
	N	100	100	100	100	100	100	100	100	100	100	100
X3.5	Pearson Correlation	.370**	1.000**	.513**	.459**	1	.513**	.459**	.306**	1.000**	.482**	.870**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.002	.000	.000	.000
	N	100	100	100	100	100	100	100	100	100	100	100
X3.6	Pearson Correlation	.105	.513**	1.000**	.488**	.513**	1	.488**	.255*	.513**	.216*	.739**
	Sig. (2-tailed)	.300	.000	.000	.000	.000		.000	.011	.000	.031	.000
	N	100	100	100	100	100	100	100	100	100	100	100
X3.7	Pearson Correlation	.118	.459**	.488**	1.000**	.459**	.488**	1	.310**	.459**	.251*	.744**
	Sig. (2-tailed)	.243	.000	.000	.000	.000	.000		.002	.000	.012	.000
	N	100	100	100	100	100	100	100	100	100	100	100
X3.8	Pearson Correlation	.255*	.306**	.255*	.310**	.306**	.255*	.310**	1	.306**	.302**	.496**
	Sig. (2-tailed)	.011	.002	.011	.002	.002	.011	.002		.002	.002	.000
	N	100	100	100	100	100	100	100	100	100	100	100
X3.9	Pearson Correlation	.370**	1.000**	.513**	.459**	1.000**	.513**	.459**	.306**	1	.482**	.870**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.002		.000	.000
	N	100	100	100	100	100	100	100	100	100	100	100
X3.10	Pearson Correlation	.238*	.482**	.216*	.251*	.482**	.216*	.251*	.302**	.482**	1	.451**
	Sig. (2-tailed)	.017	.000	.031	.012	.000	.031	.012	.002	.000		.000
	N	100	100	100	100	100	100	100	100	100	100	100
JumlahX3	Pearson Correlation	.428**	.870**	.739**	.744**	.870**	.739**	.744**	.496**	.870**	.451**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	
	N	100	100	100	100	100	100	100	100	100	100	100

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Reliability Statistics

Cronbach's Alpha	N of Items
.850	11

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X3.1	35.6600	18.752	.278	.858
X3.2	35.8300	15.415	.841	.807
X3.3	36.2300	17.149	.602	.831
X3.4	36.2700	16.623	.593	.832
X3.5	35.8800	15.945	.768	.815
X3.6	36.2300	17.674	.499	.840
X3.7	36.2800	17.739	.442	.845
X3.8	35.9300	18.369	.378	.850
X3.9	35.8800	16.086	.759	.816
X3.10	35.9000	18.192	.361	.852

Variabel Keunggulan Bersaing

		Correlations										
		Y1.1	Y1.2	Y1.3	Y1.4	Y1.5	Y1.6	Y1.7	Y1.8	Y1.9	Y1.10	JumlahY
Y1.1	Pearson Correlation	1	.320**	.278**	.160	.441**	.320	.278	.160	.160	.588**	.483
	Sig. (2-tailed)		.001	.005	.112	.000	.001	.005	.112	.112	.000	.000
	N	100	100	100	100	100	100	100	100	100	100	100
Y1.2	Pearson Correlation	.320**	1	.637**	.643**	.352**	1.000**	.637**	.643**	.643**	.565**	.860**
	Sig. (2-tailed)	.001		.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	100	100	100	100	100	100	100	100	100	100	100
Y1.3	Pearson Correlation	.278**	.637**	1	.522**	.369**	.637**	1.000**	.522**	.522**	.527**	.801**
	Sig. (2-tailed)	.005	.000		.000	.000	.000	.000	.000	.000	.000	.000
	N	100	100	100	100	100	100	100	100	100	100	100
Y1.4	Pearson Correlation	.160	.643**	.522**	1	.189	.643**	.522**	1.000**	1.000**	.327**	.815**
	Sig. (2-tailed)	.112	.000	.000		.059	.000	.000	.000	.000	.001	.000
	N	100	100	100	100	100	100	100	100	100	100	100
Y1.5	Pearson Correlation	.441**	.352**	.369**	.189	1	.352**	.369**	.189	.189	.741**	.538**
	Sig. (2-tailed)	.000	.000	.000	.059		.000	.000	.059	.059	.000	.000
	N	100	100	100	100	100	100	100	100	100	100	100
Y1.6	Pearson Correlation	.320**	1.000**	.637**	.643**	.352**	1	.637**	.643**	.643**	.565**	.860**
	Sig. (2-tailed)	.001	.000	.000	.000	.000		.000	.000	.000	.000	.000
	N	100	100	100	100	100	100	100	100	100	100	100
Y1.7	Pearson Correlation	.278**	.637**	1.000**	.522**	.369**	.637**	1	.522**	.522**	.527**	.801**
	Sig. (2-tailed)	.005	.000	.000	.000	.000	.000		.000	.000	.000	.000
	N	100	100	100	100	100	100	100	100	100	100	100
Y1.8	Pearson Correlation	.160	.643**	.522**	1.000**	.189	.643**	.522**	1.000**	1.000**	.327**	.815**
	Sig. (2-tailed)	.112	.000	.000	.000	.059	.000	.000	.000	.000	.001	.000
	N	100	100	100	100	100	100	100	100	100	100	100
Y1.9	Pearson Correlation	.160	.643**	.522**	1.000**	.189	.643**	.522**	1.000**	1	.327**	.815**
	Sig. (2-tailed)	.112	.000	.000	.000	.059	.000	.000	.000	.000	.001	.000
	N	100	100	100	100	100	100	100	100	100	100	100
Y1.10	Pearson Correlation	.588**	.565**	.527**	.327**	.741**	.565**	.527**	.327**	.327**	1	.715**
	Sig. (2-tailed)	.000	.000	.000	.001	.000	.000	.000	.001	.001		.000
	N	100	100	100	100	100	100	100	100	100	100	100
JumlahY	Pearson Correlation	.483**	.860**	.801**	.815**	.538**	.860**	.801**	.815**	.815**	.715**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	
	N	100	100	100	100	100	100	100	100	100	100	100

** . Correlation is significant at the 0.01 level (2-tailed).

Reliability Statistics

Cronbach's Alpha	N of Items
.909	10

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
Y1.1	39.0000	22.485	.368	.918
Y1.2	38.7400	19.891	.811	.891
Y1.3	38.8500	20.290	.744	.896
Y1.4	38.7300	19.977	.755	.895
Y1.5	38.7600	22.406	.448	.912
Y1.6	38.6900	19.974	.784	.893
Y1.7	38.8200	20.816	.692	.899
Y1.8	38.7000	20.131	.721	.897
Y1.9	38.7300	19.977	.755	.895
Y1.10	38.7900	21.339	.641	.902

Variabel Kinerja Bisnis

		Correlations										
		Z1.1	Z1.2	Z1.3	Z1.4	Z1.5	Z1.6	Z1.7	Z1.8	Z1.9	Z1.10	JumlahZ
Z1.1	Pearson Correlation	1	.223	.307**	.659**	.092	.211*	.129	.129	.092	.241*	.461
	Sig. (2-tailed)		.026	.002	.000	.362	.035	.200	.200	.362	.016	.000
	N	100	100	100	100	100	100	100	100	100	100	100
Z1.2	Pearson Correlation	.223*	1	.359**	.545**	.295**	.274**	.366**	.366**	.295**	.286**	.604**
	Sig. (2-tailed)	.026		.000	.000	.003	.006	.000	.000	.003	.004	.000
	N	100	100	100	100	100	100	100	100	100	100	100
Z1.3	Pearson Correlation	.307**	.359**	1	.508**	.198*	.133	.306**	.306**	.198*	.219*	.535**
	Sig. (2-tailed)	.002	.000		.000	.048	.187	.002	.002	.048	.029	.000
	N	100	100	100	100	100	100	100	100	100	100	100
Z1.4	Pearson Correlation	.659**	.545**	.508**	1	.211*	.228*	.376**	.376**	.211*	.237*	.657**
	Sig. (2-tailed)	.000	.000	.000		.035	.022	.000	.000	.035	.018	.000
	N	100	100	100	100	100	100	100	100	100	100	100
Z1.5	Pearson Correlation	.092	.295**	.198*	.211*	1	.634**	.275**	.275**	1.000**	.305**	.682**
	Sig. (2-tailed)	.362	.003	.048	.035		.000	.006	.006	.000	.002	.000
	N	100	100	100	100	100	100	100	100	100	100	100
Z1.6	Pearson Correlation	.211*	.274**	.133	.228*	.634**	1	.333**	.333**	.634**	.651**	.704**
	Sig. (2-tailed)	.035	.006	.187	.022	.000		.001	.001	.000	.000	.000
	N	100	100	100	100	100	100	100	100	100	100	100
Z1.7	Pearson Correlation	.129	.366**	.306**	.376**	.275**	.333**	1	1.000**	.275**	.443**	.716**
	Sig. (2-tailed)	.200	.000	.002	.000	.006	.001		.000	.006	.000	.000
	N	100	100	100	100	100	100	100	100	100	100	100
Z1.8	Pearson Correlation	.129	.366**	.306**	.376**	.275**	.333**	1.000**	1	.275**	.443**	.716**
	Sig. (2-tailed)	.200	.000	.002	.000	.006	.001	.000		.006	.000	.000
	N	100	100	100	100	100	100	100	100	100	100	100
Z1.9	Pearson Correlation	.092	.295**	.198*	.211*	1.000**	.634**	.275**	.275**	1	.305**	.682**
	Sig. (2-tailed)	.362	.003	.048	.035	.000	.000	.006	.006		.002	.000
	N	100	100	100	100	100	100	100	100	100	100	100
Z1.10	Pearson Correlation	.241*	.286**	.219*	.237*	.305**	.651**	.443**	.443**	.305**	1	.648**
	Sig. (2-tailed)	.016	.004	.029	.018	.002	.000	.000	.000	.002		.000
	N	100	100	100	100	100	100	100	100	100	100	100
JumlahZ	Pearson Correlation	.461**	.604**	.535**	.657**	.682**	.704**	.716**	.716**	.682**	.648**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	
	N	100	100	100	100	100	100	100	100	100	100	100

*. Correlation is significant at the 0.05 level (2-tailed).

** . Correlation is significant at the 0.01 level (2-tailed).

Reliability Statistics

Cronbach's Alpha	N of Items
.836	10

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
Z1.1	37.3200	16.947	.330	.838
Z1.2	37.4000	16.404	.507	.823
Z1.3	37.2900	16.531	.410	.831
Z1.4	37.3600	15.829	.559	.818
Z1.5	37.0100	15.343	.577	.816
Z1.6	37.1600	15.085	.601	.813
Z1.7	37.1900	14.984	.620	.811
Z1.8	37.1800	15.321	.537	.820
Z1.9	37.0100	15.343	.577	.816
Z1.10	37.4100	15.780	.545	.819

Lampiran 3. Analisis Jalur

Analisis Jalur I

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.479a	0.791	0.623	4.48753

a. Predictors: (Constant), Inovasi Marketplace (X2), Orientasi Pasar (X1), Orientasi Kewirausahaan (X3)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	755.749	3	251.916	11.377	.000 ^b
	Residual	2125.691	96	22.143		
	Total	2881.440	99			

a. Dependent Variable: Keunggulan Bersaing (Y)

b. Predictors: (Constant), Inovasi Marketplace (X2), Orientasi Pasar (X1), Orientasi Kewirausahaan (X3)

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	18.958	4.944		3.834	0.000
Orientasi Pasar (X1)	0.465	0.362	0.276	3.129	0.002
1 Inovasi Marketplace (X2)	0.422	0.256	0.410	3.925	0.000
Orientasi Kewirausahaan (X3)	0.427	0.131	0.362	3.259	0.002

a. Dependent Variable: Keunggulan Bersaing (Y)

Analisis Jalur II

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.917a	0.84	0.834	1.78229

a. Predictors: (Constant), Orientasi Pasar (X1), Orientasi Kewirausahaan (X3), Keunggulan Bersaing (Y), Inovasi Marketplace (X2)

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1589.536	4	397.384	125.098	.000 ^b
1 Residual	301.774	95	3.177		
Total	1891.310	99			

a. Dependent Variable: Kinerja Bisnis (Z)

b. Predictors: (Constant), Orientasi Pasar (X1), Orientasi Kewirausahaan (X3), Keunggulan Bersaing (Y), Inovasi Marketplace (X2)

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.529	2.109		7.674	0.001
Orientasi Pasar (X1)	0.369	0.051	0.363	7.273	0.000
1 Inovasi Marketplace (X2)	0.477	0.042	0.241	6.486	0.001
Orientasi Kewirausahaan (X3)	0.422	0.055	0.412	7.699	0.000
Keunggulan Bersaing (Y)	0.289	0.041	0.333	7.133	0.000

a. Dependent Variable: Kinerja Bisnis (Z)