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LAMPIRAN

Lampiran 1 : Kuesioner Penelitian

Kepada Yth. Bapak/Ibu Pengusaha/Pengelola pengguna GoFood

Usaha Kecil dan Menengah (UKM)

Di tempat

Perihal : Pengisian Instrumen Penelitian Dengan hormat, Saya adalah mahasiswa Program Doktor Ilmu Ekonomi Universitas Hasanuddin Makassar yang sedang melaksanakan penelitian di bidang usaha kecil dan menengah (UKM) dalam rangka penyelesaian studi. Topik yang diangkat dalam penelitian saya ini adalah “ANALISIS KEUNGGULAN BERSAING DAN KINERJA BISNIS UKM PADA GO-FOOD DI MAKASSAR”.

Berkaitan dengan hal tersebut, saya mohon informasi secara penuh dan obyektif mengenai usaha Bapak/Ibu jalankan sesuai dengan daftar isian terlampir, dan saya menjamin kerahasiaan segala informasi dan keterangan penting yang telah diberikan. Demikian permohonan saya, atas perkenaan dan kesediaan Bapak/Ibu untuk mengisi instrumen penelitian ini, saya sampaikan terima kasih.

Makassar, 15 Agustus 2019

Hormat saya,

Fitriany

No	Pertanyaan	Pilihan Jawaban				
		STS	TS	N	S	SS
Orientasi Pasar						
1	Menurut saya bisnis hari ini sebaiknya dalam melakukan aktivitas bisnisnya agar dapat berkesinambungan wajib berbasis pada kebutuhan pelanggan					
2	Bisnis yang baik juga mampu menciptakan hubungan yang harmonis dengan para pelanggan mereka					
3	Pelayanan prima merupakan kunci sukses bisnis modern hari ini, pelayanannya tentu tidak hanya terlihat pada awal penjualan tapi juga pelayanan prima ketika customer mengalami kendala setelah pembelian barangnya.					
4	Bisnis modern hari ini mewajibkan kerja sama yang baik antara reseller dan supplier. Hal ini penting sebab keduanya merupakan satuan yang tidak dapat dipisahkan					
5	Supplier suatu produk juga harus memberikan edukasi dan informasi bagi para resellernya terkait produk baru yang lagi trendy / terkini.					
6	Supplier dan reseller juga harus mengetahui secara pasti terkait kebutuhan pasar hari yang lagi trendy					
7	Agar terciptanya siklus bisnis yang sehat, Industri sebagai produsen suatu produk haruslah menjaga keseimbangan pasar, agar persaingan antar supplier atau seller menjadi sehat					
8	Untuk mengatasi kekosongan permintaan barang dan ketidakpastian pasokan barang, Produsen besar sebaiknya memberikan kejelasan yang pasti tentang jadwal pasokan barang. Agar kekosongan barang dalam waktu yang lama dapat dihindari					
Wawasan Kewirausahaan						
9	Kemampuan memberikan motivasi (baik reward berupa materi maupun non-materi) kepada bawahan merupakan hal yang wajib dimiliki oleh setiap pimpinan perusahaan					
10	Menurut saya pimpinan yang baik harus dapat memberikan pengaruh positif kepada bawahannya					
11	Sosok pemimpin adalah yang memiliki kecapakan dan kemampuan intelektual yang baik. Karena dengan intelektualitas tersebut akan membantu pemimpin tersebut untuk bekerja secara efektif, efisien, terarah dan juga sistematis					
12	Menurut saya pembawaan diri seorang pemimpin mencerminkan kewibawaannya. Oleh sebab itu karakter yang ideal bagi seorang pemimpin adalah yang tegas dan juga tangkas					
13	Seorang pemimpin harus dapat memberikan pengakuan yang objektif terhadap setiap pencapaian karyawan. Pemimpin yang ideal tidak akan sungkan untuk memberikan apresiasi positif apabila pekerjaan seorang pegawainya telah melampaui target kerja.					
14	Seorang pemimpin yang ideal haruslah mampu berlaku adil dalam memberikan keputusan					
15	Pemimpin yang hebat tentunya memiliki kemampuan untuk membangun jaringan seluas-luasnya					

	Reputasi suatu bisnis / organisasi bagi masyarakat terletak dari kemampuan seorang pimpinan dalam me-menej organisasi / bisnis tersebut					
	Knowledge Sharing					
16	Saya merasa puas telah lama bekerja disini (tempat kerja saya yang sekarang)					
17	Organisasi / perusahaan yang baik adalah yang mampu mengembangkan kompetensi karyawannya. Sebab karyawan merupakan aset berharga bagi setiap perusahaan					
18	Karyawan yang baik itu adalah karyawan yang tahu akan tugas pokok setiap pekerjaannya dan mampu menjalankan aktivitas kerjanya dengan penuh tanggung jawab					
19	Organisasi / perusahaan yang baik adalah yang mampu memberikan kepercayaan penuh kepada karyawannya dalam menjalankan tugasnya. Sebab tanpa kepercayaan penuh dari perusahaan karyawan akan mengalami hambatan dalam bekerja dengan baik					
20	Organisasi / perusahaan tempat saya bekeja sekarang memberikan sistem reward yang terukur bagi siapa saja yang bekerja dengan baik. Serta juga memberikan punishment yang juga terukur bagi siapa saja yang tidak disiplin terhadap aturan perusahaan					
21	Organisasi / perusahaan tempat saya bekeja sekarang telah dominan menerapkan bantuan teknologi yang mumpuni demi menunjang kinerja karyawan dan juga kenyamanan kerja setiap karyawannya					
22	Kami semua (karyawan / pimpinan) sampai saat ini telah menunjukkan kinerja yang baik wajar saja jika kebanyakan orang menilai tempat saya bekerja merupakan perusahaan yang menguntungkan dan memiliki citra positif dimasyarakat					
23	Pimpinan saya sangat teliti terhadap setiap detail pekerjaan kami sebagai karyawan. Sehingga hasilnya menjadikan perusahaan kami mampu mengalami peningkatan keuntungan setiap tahunnya					
24	Bekerja disini, membuat saya cukup puas dan nyaman, Gajinya lumayan cukup memenuhi kebutuhan saya tanpa saya harus mencari pekerjaan tambahan diluar jam kantor saya					
25	Perusahaan tempat saya bekerja sangat memperhatikan tentang jenjang karir kami semua dimasa yang akan datang					
26	Dimasa sekarang, seorang karyawan agar mampu bekerja secara optimal dibutuhkan kemampuan untuk mengakses teknologi infomasi dengan baik. Tentunya skill dalam hal penggunaan perangkat teknologi membantu karyawan untuk bekerja dengan baik					
27	Diperusahaan saya, segala bentuk pekerjaan baik itu arsip, file, dan juga pembukuan semuanya teratur menggunakan sistem digital.					
	Innovasi					
28	Untuk tetap berkesinambungan dimasa depan bisnis hari ini sebaiknya melirik penjualan atau aktivitas usaha mereka di e-commerce					
29	Kemampuan dalam hal promosi iklan secara massif pada saluran-saluran promosi memungkinkan suatu produk dapat mudah dikenal oleh calon konsumennya					

30	Penjualan dengan menggunakan saluran social media atau social commerce lainnya menjadi alternative positif bagi pelaku Industri kreatif hari ini					
31	Sebaiknya, dalam periklanan di social media menggunakan beberapa tokoh ternama sebagai Endorsment suatu produk memungkinkan suatu produk dapat lebih terlihat meyakinkan bagi calon konsumen					
32	Sebelum dijual dipasaran, seorang penjual tentunya wajib mengetahui setiap detail barang yang mereka promosikan. Hal ini bertujuan agar calon konsumen yakin terhadap produk yang dijual tersebut					
33	Evaluasi secara terus menerus dalam rangka perbaikan mutu produk yang dihasilkan merupakan tugas wajib perusahaan. Karena konsistensi dalam menjaga produk tetap berkualitas baik memberikan kepercayaan konsumen tentang produk tersebut baik dimasa kini dan dimasa yang akan datang					
34	Penjual yang baik, tidak hanya mampu menjual produk yang banyak, tapi juga mampu mengedukasi konsumen atau calon konsumen.					
35	Penjual yang baik adalah mereka yang paham tentang segmentasi produk jualan mereka. Penjual haruslah paham bahwa produk yang mereka jual memiliki segment dan konsumen tertentu. Karena tidak semua produk cocok bagi siapa saja					
36	Inovasi pada produk yang sejalan dengan perkembangan zaman merupakan contoh yang patut ditiru oleh setiap bisnis apapun					
37	Utamanya pada e-commerce, perlindungan data dan keamanan privacy merupakan hal yang sangat penting diperhatikan bagi siapa saja yang berjualan di media online					
38	Produk yang dijual pada jaringan online, haruslah memilih bahan baku yang terbaik juga. Sebab terkadang saya menemukan di online shopping harga produk yang mahal tapi mengecewakan karena bahan bakunya terbukti berkualitas rendah					
39	Produk yang dijual pada jaringan online, haruslah telah melewati proses quality control yang baik oleh pihak penjual agar barang yang dikirim kepada konsumen tidaklah mengecewakan atau cacat fisiknya					
40	Bagi pedagang online, pelayanan prima merupakan kunci pokok yang wajib mereka terapkan. Karena sebagai konsumen, saya membutuhkan pelayanan yang baik dan respon yang cepat tanggap dari seorang seller.					
	Strategi Bisnis					
41	Visi misi bisnis yang ideal hari ini tidak hanya harus berorientasi pada keuntungan semata, tapi juga orientasi pelanggan, lingkungan dan juga kemanusiaan					
42	Bisnis yang ideal dan berkesinambungan dalam jangka panjang adalah bisnis yang mampu menjalin komunikasi yang baik dengan pelanggan mereka					
43	Bisnis yang ideal dan baik adalah bisnis yang tidak hanya mampu memprediksikan target keuntungannya tapi juga mampu mencapai atau bahkan melebihi target tersebut					
44	Dalam proses bisnis kesesuaian antara produk yang ditawarkan dengan produk diberikan kepada konsumen harusnya sesuai dengan fakta dan kenyataan produk yang telah di iklankan					
45	Utamanya dalam bisnis berbasis e-commerce pemanfaatan teknologi sangat berguna bagi konsumen apalagi dalam urusan proses pemesanan, dan pembayaran					

46	Dalam strategi bisnis modern pelayanan yang baik, ramah dan tanggap terhadap setiap keluhan pelanggan merupakan kunci pokok agar bisnis tersebut berjalan dan tetap bertahan					
47	Dalam strategi bisnis modern karyawan pun dituntut untuk menguasai teknologi agar memudahkan akses pemasaran dan juga akses periklanan produk bisnis utamanya di e-commerce					
Kinerja UKM						
48	Kinerja UMKM dikatakan baik apabila semua aktivitas kerja berjalan efektif dan efisien					
49	Kinerja UMKM jika mampu meningkatkan profit yang maksimal					
50	Kinerja UMKM dikatakan membaik jika penjualan mencapai target atau melampaui target yang ditentukan					
51	Adanya kemampuan perusahaan membayar kewajibannya (liabilitas) menandakan kinerja UMKM yang baik.					
52	Kinerja UMKM yang membaik jika aset fisik yang dimilikinya mengalami peningkatan dari segi kualitas dan kuantitas					
53	Kinerja UMKM membaik jika karyawan sebagai bagian internal organisasi adalah disiplin patuh terhadap ketentuan					
54	Kinerja UMKM yang baik juga dapat diukur apabila karyawannya merasa nyaman, merasa puas dan betah bekerja diperusahaan tersebut					


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Regression

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1	Market Orientation ^b	.	Enter

- a. Dependent Variable: Entrepreneurship Insight
- b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.272 ^a	.074	.069	3.69522

- a. Predictors: (Constant), Market Orientation

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	214.863	1	214.863	15.735	.000 ^b
	Residual	2689.971	197	13.655		
	Total	2904.834	198			

- a. Dependent Variable: Entrepreneurship Insight
- b. Predictors: (Constant), Market Orientation

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

1	(Constant)	25.692	2.469		10.404	.000
	Market Orientation	.276	.069	.272	3.967	.000

a. Dependent Variable: Entrepreneurship Insight

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Regression

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Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Entrepreneurship Insight ^b	.	Enter

- a. Dependent Variable: Innovation
- b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.308 ^a	.095	.090	5.51913

- a. Predictors: (Constant), Entrepreneurship Insight

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	630.077	1	630.077	20.685	.000 ^b
	Residual	6000.767	197	30.461		
	Total	6630.844	198			

- a. Dependent Variable: Innovation
- b. Predictors: (Constant), Entrepreneurship Insight

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	40.674	3.649		11.145	.000
1 Entrepreneurship Insight	.466	.102	.308	4.548	.000

a. Dependent Variable: Innovation

REGRESSION

```

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Regression

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Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Innovation ^b	.	Enter

a. Dependent Variable: SME Performance

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.044 ^a	.002	.003	5.12869

a. Predictors: (Constant), Innovation

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.043	1	10.043	.382	.537 ^b

Residual	5181.776	197	26.303		
Total	5191.819	198			

- a. Dependent Variable: SME Performance
- b. Predictors: (Constant), Innovation

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.		
	B	Std. Error	Beta				
1	(Constant)	30.255	3.619		8.359	.000	
	Innovation	.239	.063		.044	-.618	.000

- a. Dependent Variable: SME Performance

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REGRESSION
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Regression

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Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Market Orientation ^b	.	Enter

a. Dependent Variable: Knowledge Sharing

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.151 ^a	.023	.018	6.25237

a. Predictors: (Constant), Market Orientation

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	178.738	1	178.738	4.572	.034 ^b
	Residual	7701.162	197	39.092		
	Total	7879.899	198			

- a. Dependent Variable: Knowledge Sharing
- b. Predictors: (Constant), Market Orientation

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	40.880	4.178		9.784	.000
	Market Orientation	.251	.118	.151	2.138	.034

- a. Dependent Variable: Knowledge Sharing

```

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Regression

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Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Knowledge Sharing ^b	.	Enter

a. Dependent Variable: Business Strategy

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.179 ^a	.032	.027	3.64415

a. Predictors: (Constant), Knowledge Sharing

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	86.249	1	86.249	6.495	.012 ^b
	Residual	2616.133	197	13.280		
	Total	2702.382	198			

a. Dependent Variable: Business Strategy

b. Predictors: (Constant), Knowledge Sharing

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	25.377	2.059		12.324	.000
	Knowledge Sharing	.105	.041	.179	2.548	.012

a. Dependent Variable: Business Strategy

```

REGRESSION
  /MISSING LISTWISE
  /STATISTICS COEFF OUTS R ANOVA
  /CRITERIA=PIN(.05) POUT(.10)
  /NOORIGIN
  /DEPENDENT Z2
  /METHOD=ENTER Y2.

```

Regression

Notes

Output Created		23-AUG-2020 18:27:47
Comments		
Input	Data	C:\Users\DELL\Documents\Disertasi.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	199
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on cases with no missing values for any variable used.
Syntax		REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS R
		ANOVA /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT Z2 /METHOD=ENTER Y2.
	Processor Time	00:00:00,02
	Elapsed Time	00:00:00,16
	Resources	
	Memory Required	1460 bytes
	Additional Memory Required for Residual Plots	0 bytes

[DataSet1] C:\Users\DELL\Documents\Disertasi.sav

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Business Strategy ^b	.	Enter

- a. Dependent Variable: Competitive Advantage
- b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.005 ^a	.000	-.005	4.34186

- a. Predictors: (Constant), Business Strategy

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.099	1	.099	.005	.942 ^b
	Residual	3713.800	197	18.852		
	Total	3713.899	198			

- a. Dependent Variable: Competitive Advantage
- b. Predictors: (Constant), Business Strategy

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	39.578	2.573		15.383	.000
	Business Strategy	.406	.084	.005	.073	.000

- a. Dependent Variable: Competitive Advantage

```
REGRESSION
  /MISSING LISTWISE
  /STATISTICS COEFF OUTS R ANOVA
  /CRITERIA=PIN(.05) POUT(.10)
  /NOORIGIN
  /DEPENDENT Z1
  /METHOD=ENTER Z2.
```

Regression

Notes

Output Created		23-AUG-2020 18:28:18
Comments		
Input	Data	C:\Users\DELL\Documents\Disertasi.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	199
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on cases with no missing values for any variable used.
Syntax		REGRESSION
		/MISSING LISTWISE
		/STATISTICS COEFF OUTS R
		ANOVA
		/CRITERIA=PIN(.05) POUT(.10)
		/NOORIGIN
Resources		/DEPENDENT Z1
		/METHOD=ENTER Z2.
	Processor Time	00:00:00,03
	Elapsed Time	00:00:00,21
	Memory Required	1460 bytes
	Additional Memory Required for Residual Plots	0 bytes

[DataSet1] C:\Users\DELL\Documents\Disertasi.sav

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Competitive Advantage ^b	.	Enter

- a. Dependent Variable: SME Performance
b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.359 ^a	.129	.125	4.79053

- a. Predictors: (Constant), Competitive Advantage

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	670.831	1	670.831	29.231	.000 ^b
	Residual	4520.988	197	22.949		
	Total	5191.819	198			

- a. Dependent Variable: SME Performance
b. Predictors: (Constant), Competitive Advantage

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.130	3.144		3.540	.000
	Competitive Advantage	.425	.079	.359	5.407	.000

- a. Dependent Variable: SME Performance

REGRESSION
/MISSING LISTWISE

```

/STATISTICS COEFF OUTS R ANOVA
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT Y2
/METHOD=ENTER X2 X3.

```

Regression

Notes

Output Created		23-AUG-2020 18:28:52
Comments		
Input	Data	C:\Users\DELL\Documents\Disertasi.sa
	Active Dataset	v
	Filter	DataSet1
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data	199
Missing Value Handling	File	
	Definition of Missing	User-defined missing values are treated as missing.
Syntax	Cases Used	Statistics are based on cases with no missing values for any variable used.
		REGRESSION
		/MISSING LISTWISE
		/STATISTICS COEFF OUTS R
Resources		ANOVA
		/CRITERIA=PIN(.05) POUT(.10)
		/NOORIGIN
		/DEPENDENT Y2
		/METHOD=ENTER X2 X3.
		Processor Time
	Elapsed Time	00:00:00,05
	Memory Required	1716 bytes
	Additional Memory Required for Residual Plots	0 bytes

[DataSet1] C:\Users\DELL\Documents\Disertasi.sav

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Knowledge Sharing, Market Orientation ^b	.	Enter

a. Dependent Variable: Business Strategy

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.395 ^a	.156	.148	3.41068

a. Predictors: (Constant), Knowledge Sharing, Market Orientation

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	422.369	2	211.185	18.154	.000 ^b
	Residual	2280.013	196	11.633		
	Total	2702.382	198			

a. Dependent Variable: Business Strategy

b. Predictors: (Constant), Knowledge Sharing, Market Orientation

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.619	2.778		5.262	.000

Market Orientation	.349	.065	.357	5.375	.000
Knowledge Sharing	.073	.039	.125	1.882	.031

a. Dependent Variable: Business Strategy

```
REGRESSION
  /MISSING LISTWISE
  /STATISTICS COEFF OUTS R ANOVA
  /CRITERIA=PIN(.05) POUT(.10)
  /NOORIGIN
  /DEPENDENT Z2
  /METHOD=ENTER X3 Y2.
```

Regression

Notes

Output Created	23-AUG-2020 18:29:36
Comments	
Input	Data C:\Users\DELL\Documents\Disertasi.sav Active Dataset DataSet1 Filter <none> Weight <none> Split File <none> N of Rows in Working Data 199 File
Missing Value Handling	Definition of Missing User-defined missing values are treated as missing. Cases Used Statistics are based on cases with no missing values for any variable used.
Syntax	REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS R ANOVA /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT Z2 /METHOD=ENTER X3 Y2.

	Processor Time		00:00:00,03
	Elapsed Time		00:00:00,16
Resources	Memory Required	1716 bytes	
	Additional Memory Required for Residual Plots	0 bytes	

[DataSet1] C:\Users\DELL\Documents\Disertasi.sav

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Business Strategy, Knowledge Sharing ^b	.	Enter

- a. Dependent Variable: Competitive Advantage
- b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.052 ^a	.003	.007	4.34702

- a. Predictors: (Constant), Business Strategy, Knowledge Sharing

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.165	2	5.083	.269	.764 ^b
	Residual	3703.734	196	18.897		
	Total	3713.899	198			

- a. Dependent Variable: Competitive Advantage
- b. Predictors: (Constant), Business Strategy, Knowledge Sharing

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	41.047	3.269		12.557	.000
Knowledge Sharing	.036	.050	.053	.730	.046
Business Strategy	.017	.085	.015	.202	.043

a. Dependent Variable: Competitive Advantage

REGRESSION

```

/MISSING LISTWISE
/STATISTICS COEFF OUTS R ANOVA
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT Z2
/METHOD=ENTER X2 X3 Y2.
    
```

Regression

Notes

Output Created	23-AUG-2020 18:30:05
Comments	
Input	C:\Users\DELL\Documents\Disertasi.sav Data Active Dataset DataSet1 Filter <none> Weight <none> Split File <none> N of Rows in Working Data 199 File
Missing Value Handling	Definition of Missing User-defined missing values are treated as missing. Cases Used Statistics are based on cases with no missing values for any variable used.

Syntax		REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS R ANOVA /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT Z2 /METHOD=ENTER X2 X3 Y2.
	Processor Time	00:00:00,00
	Elapsed Time	00:00:00,07
Resources	Memory Required	2012 bytes
	Additional Memory Required for Residual Plots	0 bytes

[DataSet1] C:\Users\DELL\Documents\Disertasi.sav

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Business Strategy, Knowledge Sharing, Market Orientation ^b	.	Enter

a. Dependent Variable: Competitive Advantage

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.081 ^a	.007	.009	4.34961

a. Predictors: (Constant), Business Strategy, Knowledge Sharing, Market Orientation

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	24.666	3	8.222	.435	.728 ^b
Residual	3689.234	195	18.919		
Total	3713.899	198			

a. Dependent Variable: Competitive Advantage

b. Predictors: (Constant), Business Strategy, Knowledge Sharing, Market Orientation

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	42.715	3.785		11.285	.000
Market Orientation	.078	.089	.068	.875	.023
Knowledge Sharing	.032	.050	.047	.646	.027
Business Strategy	.046	.091	.039	.502	.016

a. Dependent Variable: Competitive Advantage

```

REGRESSION
  /MISSING LISTWISE
  /STATISTICS COEFF OUTS R ANOVA
  /CRITERIA=PIN(.05) POUT(.10)
  /NOORIGIN
  /DEPENDENT Y1
  /METHOD=ENTER X2 X1.
    
```

Regression

Notes

Output Created	23-AUG-2020 18:30:42
Comments	

Input	Data	C:\Users\DELL\Documents\Disertasi.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
Missing Value Handling	N of Rows in Working Data File	199
	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on cases with no missing values for any variable used.
Syntax		REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS R ANOVA /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT Y1 /METHOD=ENTER X2 X1.
	Processor Time	00:00:00,02
	Elapsed Time	00:00:00,50
	Memory Required	1716 bytes
	Additional Memory Required for Residual Plots	0 bytes

[DataSet1] C:\Users\DELL\Documents\Disertasi.sav

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Entrepreneurship Insight, Market Orientation ^b	.	Enter

- a. Dependent Variable: Innovation
- b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.380 ^a	.144	.136	5.38051

a. Predictors: (Constant), Entrepreneurship Insight, Market Orientation

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	956.675	2	478.337	16.523	.000 ^b
	Residual	5674.170	196	28.950		
	Total	6630.844	198			

a. Dependent Variable: Innovation

b. Predictors: (Constant), Entrepreneurship Insight, Market Orientation

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	31.553	4.476		7.050	.000
	Market Orientation	.353	.105	.231	3.359	.001
	Entrepreneurship Insight	.371	.104	.246	3.576	.000

a. Dependent Variable: Innovation

```

REGRESSION
/MISSING LISTWISE
/STATISTICS COEFF OUTS R ANOVA
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT Z1
/METHOD=ENTER Y2 Z2.
    
```


Regression

Notes

Output Created		23-AUG-2020 18:31:22
Comments		
Input	Data	C:\Users\DELL\Documents\Disertasi.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data	199
Missing Value Handling	File	
	Definition of Missing	User-defined missing values are treated as missing.
Syntax	Cases Used	Statistics are based on cases with no missing values for any variable used.
		REGRESSION
		/MISSING LISTWISE
		/STATISTICS COEFF OUTS R
	ANOVA	
		/CRITERIA=PIN(.05) POUT(.10)
		/NOORIGIN
		/DEPENDENT Z1
		/METHOD=ENTER Y2 Z2.
Resources	Processor Time	00:00:00,02
	Elapsed Time	00:00:00,04
	Memory Required	1716 bytes
	Additional Memory Required for Residual Plots	0 bytes

[DataSet1] C:\Users\DELL\Documents\Disertasi.sav

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Competitive Advantage, Business Strategy ^b	.	Enter

a. Dependent Variable: SME Performance

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.368 ^a	.135	.126	4.78601

a. Predictors: (Constant), Competitive Advantage, Business Strategy

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	702.268	2	351.134	15.329	.000 ^b
	Residual	4489.551	196	22.906		
	Total	5191.819	198			

a. Dependent Variable: SME Performance

b. Predictors: (Constant), Competitive Advantage, Business Strategy

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.410	4.208		3.425	.001
	Business Strategy	.108	.092	.078	1.172	.023
	Competitive Advantage	.425	.079	.360	5.418	.000

a. Dependent Variable: SME Performance

```

REGRESSION
  /MISSING LISTWISE
  /STATISTICS COEFF OUTS R ANOVA
  /CRITERIA=PIN(.05) POUT(.10)
  /NOORIGIN
  /DEPENDENT Z1
  /METHOD=ENTER X3 Y2 Z2.

```

Regression

Notes

Output Created	23-AUG-2020 18:32:11	
Comments		
Input	Data	C:\Users\DELL\Documents\Disertasi.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data	199
Missing Value Handling	File	
	Definition of Missing	User-defined missing values are treated as missing.
Syntax	Cases Used	Statistics are based on cases with no missing values for any variable used.
		REGRESSION
		/MISSING LISTWISE
Resources		/STATISTICS COEFF OUTS R
		ANOVA
		/CRITERIA=PIN(.05) POUT(.10)
		/NOORIGIN
		/DEPENDENT Z1
		/METHOD=ENTER X3 Y2 Z2.
	Processor Time	00:00:00,02
	Elapsed Time	00:00:00,27
	Memory Required	2012 bytes

Additional Memory Required for Residual Plots	0 bytes
--	---------

[DataSet1] C:\Users\DELL\Documents\Disertasi.sav

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Competitive Advantage, Business Strategy, Knowledge Sharing ^b	.	Enter

a. Dependent Variable: SME Performance

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.368 ^a	.135	.122	4.79824

a. Predictors: (Constant), Competitive Advantage, Business Strategy, Knowledge Sharing

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	702.312	3	234.104	10.168	.000 ^b
	Residual	4489.508	195	23.023		
	Total	5191.819	198			

a. Dependent Variable: SME Performance

b. Predictors: (Constant), Competitive Advantage, Business Strategy, Knowledge Sharing

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	14.307	4.847		2.952	.004
Knowledge Sharing	.302	.055	.003	.043	.048
Business Strategy	.109	.094	.078	1.157	.040
Competitive Advantage	.426	.079	.360	5.399	.000

a. Dependent Variable: SME Performance

```

REGRESSION
  /MISSING LISTWISE
  /STATISTICS COEFF OUTS R ANOVA
  /CRITERIA=PIN(.05) POUT(.10)
  /NOORIGIN
  /DEPENDENT Z2
  /METHOD=ENTER X2 X3 Y2.
    
```

Regression

Notes

Output Created		23-AUG-2020 18:32:48
Comments		
Input	Data	C:\Users\DELL\Documents\Disertasi.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data	199
	File	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.

Syntax	Cases Used	Statistics are based on cases with no missing values for any variable used.	
		REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS R ANOVA /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT Z2 /METHOD=ENTER X2 X3 Y2.	
Resources	Processor Time		00:00:00,05
	Elapsed Time		00:00:00,07
	Memory Required	2012 bytes	
	Additional Memory Required for Residual Plots	0 bytes	

[DataSet1] C:\Users\DELL\Documents\Disertasi.sav

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Business Strategy, Knowledge Sharing, Market Orientation ^b	.	Enter

a. Dependent Variable: Competitive Advantage

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.081 ^a	.007	.009	4.34961

a. Predictors: (Constant), Business Strategy, Knowledge Sharing, Market Orientation

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	24.666	3	8.222	.435	.728 ^b
Residual	3689.234	195	18.919		
Total	3713.899	198			

a. Dependent Variable: Competitive Advantage

b. Predictors: (Constant), Business Strategy, Knowledge Sharing, Market Orientation

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	42.715	3.785		11.285	.000
Market Orientation	.078	.089	.068	.875	.039
Knowledge Sharing	.032	.050	.047	.646	.043
Business Strategy	.046	.091	.039	.502	.026

a. Dependent Variable: Competitive Advantage

```

REGRESSION
/MISSING LISTWISE
/STATISTICS COEFF OUTS R ANOVA
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT Z2
/METHOD=ENTER X1 Y1.

```

Regression

Notes

Output Created		23-AUG-2020 18:33:11
Comments		
Input	Data	C:\Users\DELL\Documents\Disertasi.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data	199
Missing Value Handling	File	
	Definition of Missing	User-defined missing values are treated as missing.
Syntax	Cases Used	Statistics are based on cases with no missing values for any variable used.
		REGRESSION
		/MISSING LISTWISE
		/STATISTICS COEFF OUTS R
		ANOVA
		/CRITERIA=PIN(.05) POUT(.10)
		/NOORIGIN
		/DEPENDENT Z2
		/METHOD=ENTER X1 Y1.
Resources	Processor Time	00:00:00,02
	Elapsed Time	00:00:00,25
	Memory Required	1716 bytes
	Additional Memory Required for Residual Plots	0 bytes

[DataSet1] C:\Users\DELL\Documents\Disertasi.sav

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Innovation, Entrepreneurship Insight ^b	.	Enter

- a. Dependent Variable: Competitive Advantage
- b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.113 ^a	.013	.003	4.32486

- a. Predictors: (Constant), Innovation, Entrepreneurship Insight

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.830	2	23.915	1.279	.281 ^b
	Residual	3666.070	196	18.704		
	Total	3713.899	198			

- a. Dependent Variable: Competitive Advantage
- b. Predictors: (Constant), Innovation, Entrepreneurship Insight

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	43.293	3.652		11.856	.000
	Entrepreneurship Insight	.044	.084	.039	.527	.040
	Innovation	.089	.056	.119	1.599	.031

- a. Dependent Variable: Competitive Advantage
- ```

REGRESSION
/MISSING LISTWISE
/STATISTICS COEFF OUTS R ANOVA
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT Z2
/METHOD=ENTER X2 X1 Y1.

```

## Regression

### Notes

|                        |                                               |                                                                             |
|------------------------|-----------------------------------------------|-----------------------------------------------------------------------------|
| Output Created         |                                               | 23-AUG-2020 20:16:44                                                        |
| Comments               |                                               |                                                                             |
| Input                  | Data                                          | C:\Users\DELL\Documents\Disertasi.sav                                       |
|                        | Active Dataset                                | DataSet1                                                                    |
|                        | Filter                                        | <none>                                                                      |
|                        | Weight                                        | <none>                                                                      |
|                        | Split File                                    | <none>                                                                      |
|                        | N of Rows in Working Data File                | 199                                                                         |
| Missing Value Handling | Definition of Missing                         | User-defined missing values are treated as missing.                         |
|                        | Cases Used                                    | Statistics are based on cases with no missing values for any variable used. |
| Syntax                 |                                               | REGRESSION                                                                  |
|                        |                                               | /MISSING LISTWISE                                                           |
|                        |                                               | /STATISTICS COEFF OUTS R                                                    |
|                        |                                               | ANOVA                                                                       |
|                        |                                               | /CRITERIA=PIN(.05) POUT(.10)                                                |
|                        |                                               | /NOORIGIN                                                                   |
| Resources              |                                               | /DEPENDENT Z2                                                               |
|                        |                                               | /METHOD=ENTER X2 X1 Y1.                                                     |
|                        | Processor Time                                | 00:00:00,03                                                                 |
|                        | Elapsed Time                                  | 00:00:00,40                                                                 |
|                        | Memory Required                               | 2012 bytes                                                                  |
|                        | Additional Memory Required for Residual Plots | 0 bytes                                                                     |

[DataSet1] C:\Users\DELL\Documents\Disertasi.sav

**Variables Entered/Removed<sup>a</sup>**

| Model | Variables Entered                                                     | Variables Removed | Method |
|-------|-----------------------------------------------------------------------|-------------------|--------|
| 1     | Innovation, Market Orientation, Entrepreneurship Insight <sup>b</sup> | .                 | Enter  |

a. Dependent Variable: Competitive Advantage

b. All requested variables entered.

**Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .120 <sup>a</sup> | .014     | .001              | 4.33280                    |

a. Predictors: (Constant), Innovation, Market Orientation, Entrepreneurship Insight

**ANOVA<sup>a</sup>**

| Model |            | Sum of Squares | df  | Mean Square | F    | Sig.              |
|-------|------------|----------------|-----|-------------|------|-------------------|
| 1     | Regression | 53.133         | 3   | 17.711      | .943 | .421 <sup>b</sup> |
|       | Residual   | 3660.766       | 195 | 18.773      |      |                   |
|       | Total      | 3713.899       | 198 |             |      |                   |

a. Dependent Variable: Competitive Advantage

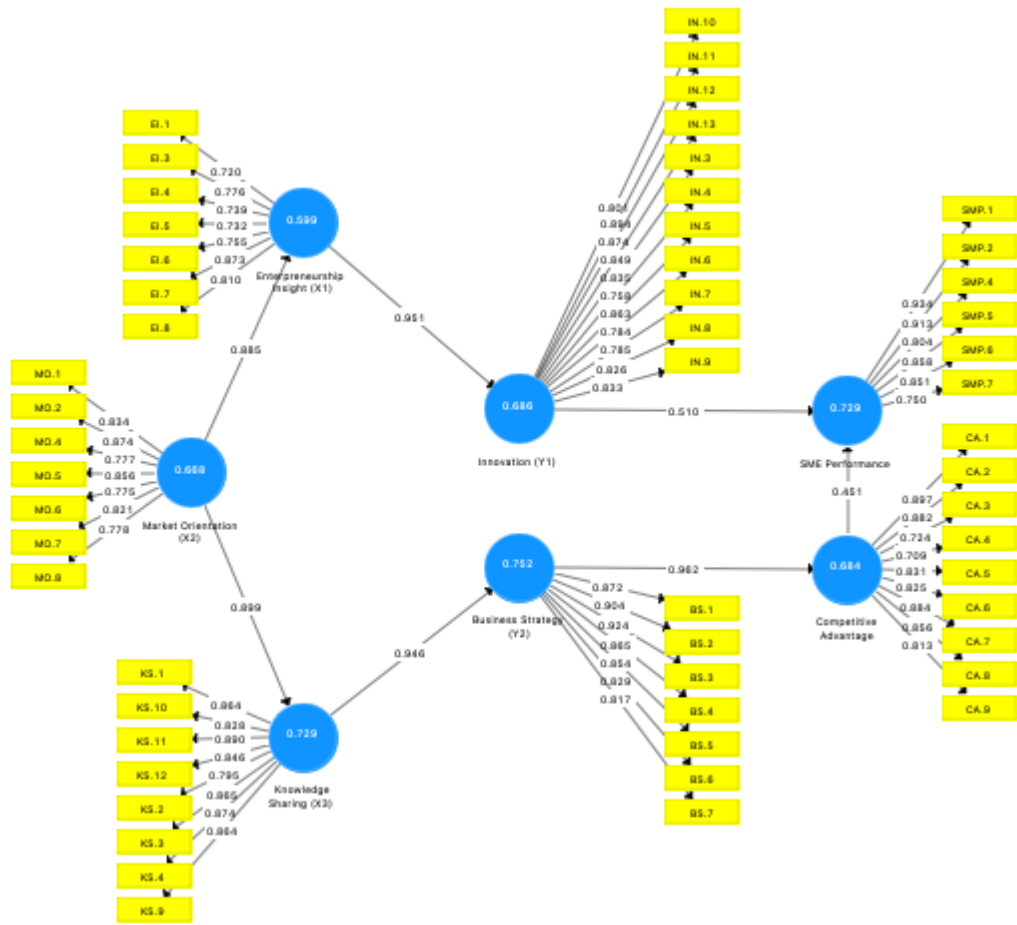
b. Predictors: (Constant), Innovation, Market Orientation, Entrepreneurship Insight

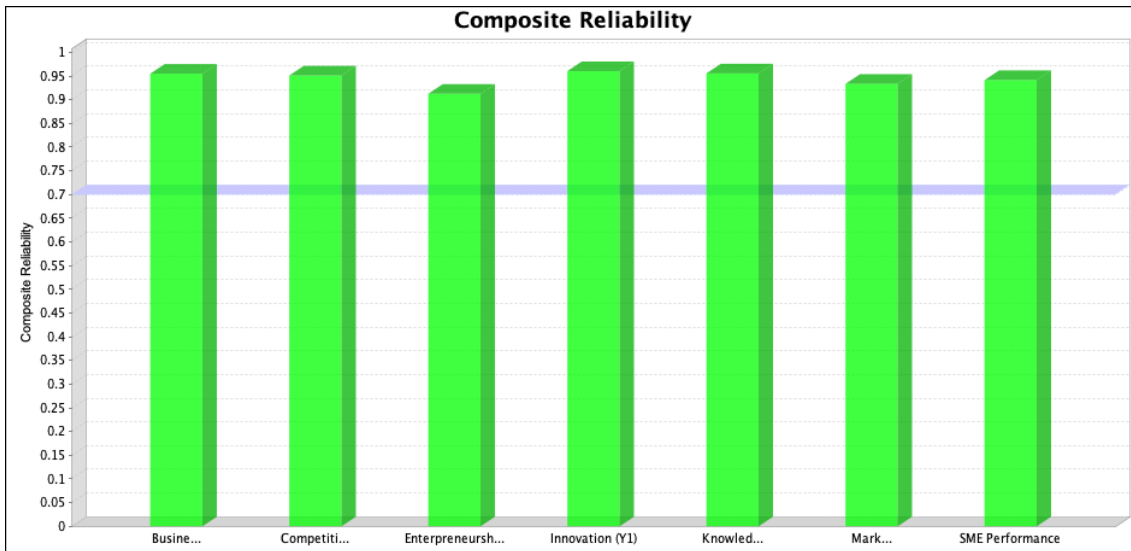
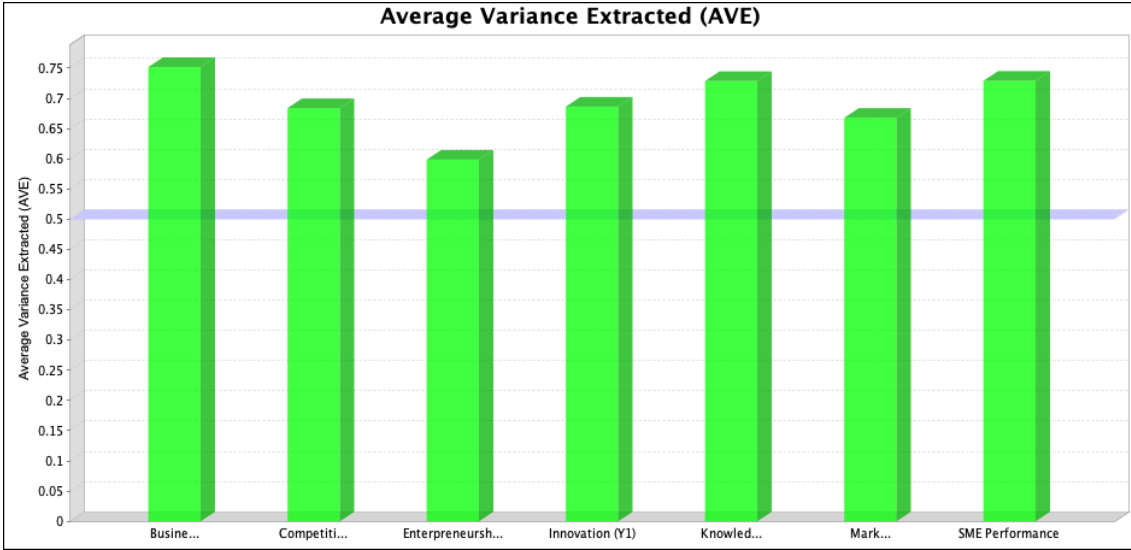
**Coefficients<sup>a</sup>**

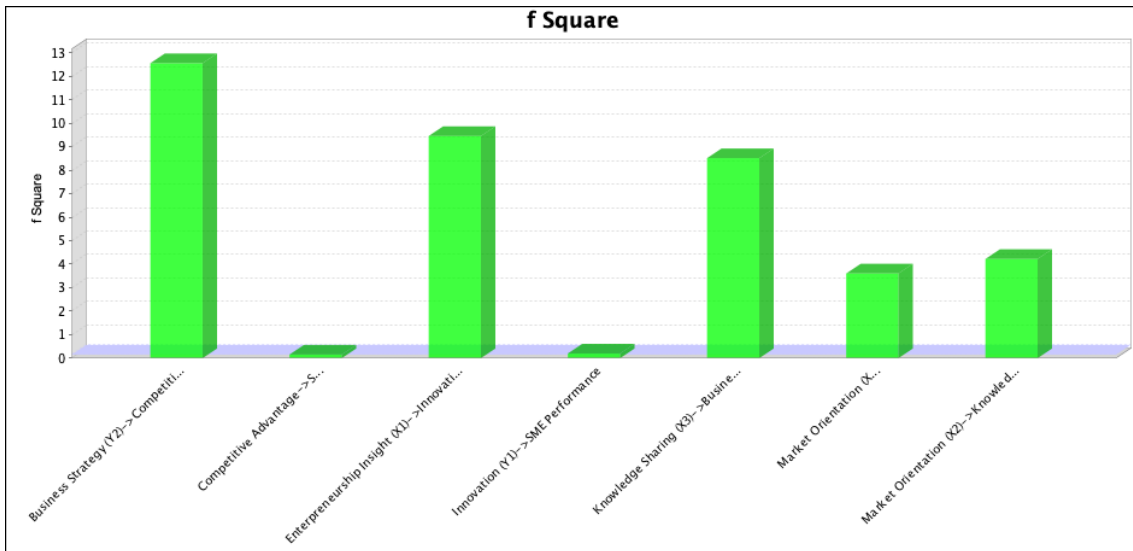
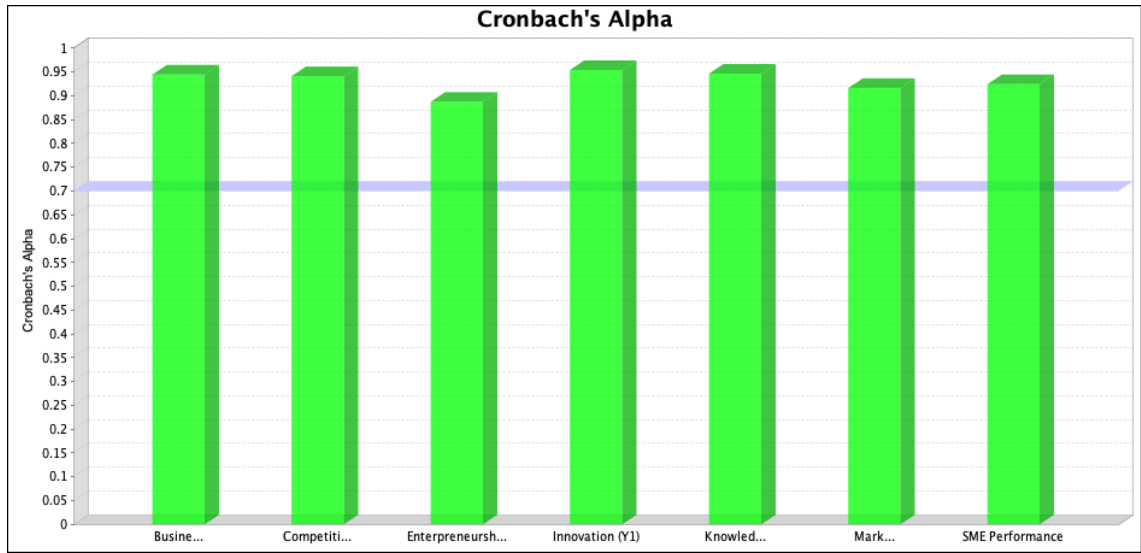
| Model | Unstandardized Coefficients |            | Standardized Coefficients | t | Sig. |
|-------|-----------------------------|------------|---------------------------|---|------|
|       | B                           | Std. Error | Beta                      |   |      |

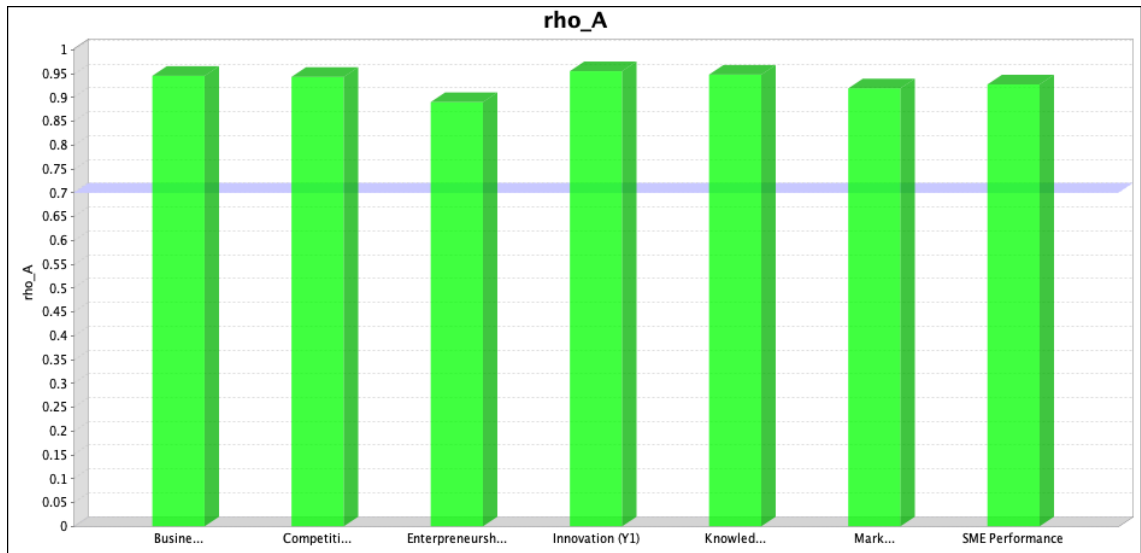
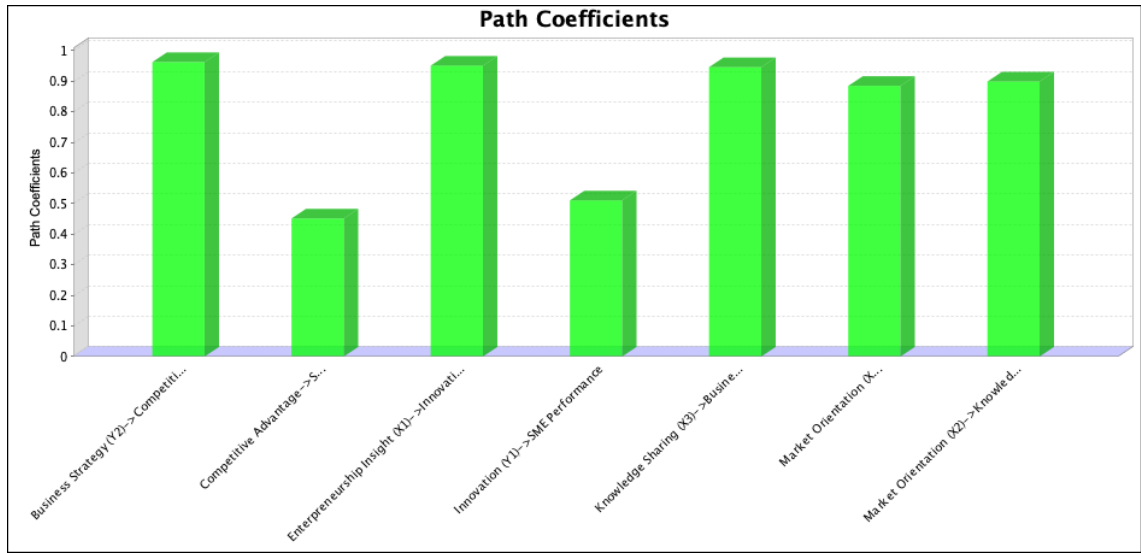
|   |                          |        |       |      |        |      |
|---|--------------------------|--------|-------|------|--------|------|
|   | (Constant)               | 44.198 | 4.035 |      | 10.953 | .000 |
| 1 | Market Orientation       | .046   | .087  | .040 | -.532  | .037 |
|   | Entrepreneurship Insight | .054   | .086  | .047 | .621   | .035 |
|   | Innovation               | .082   | .058  | .110 | 1.428  | .045 |

a. Dependent Variable: Competitive Advantage

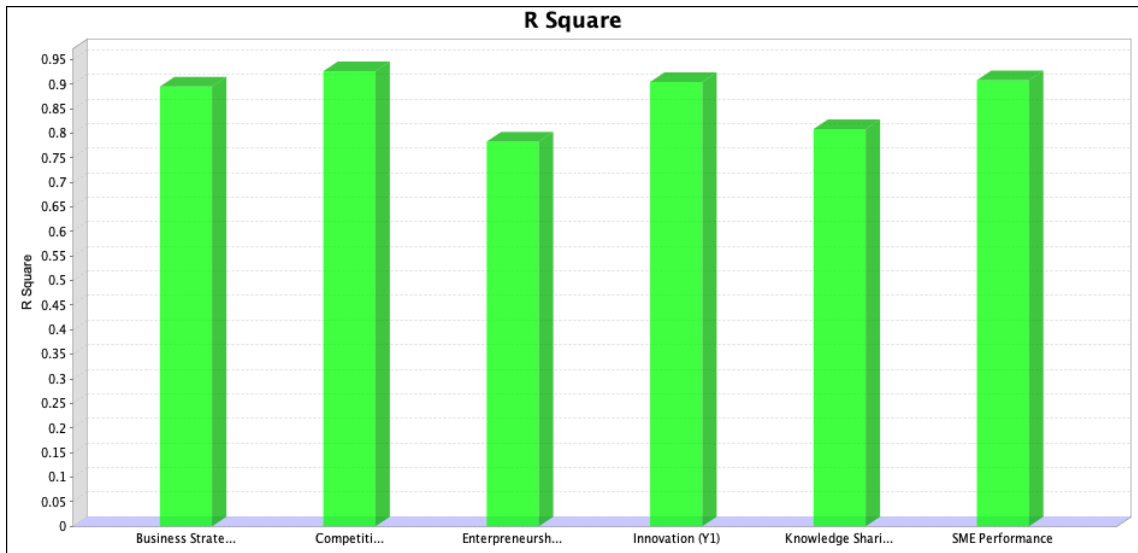
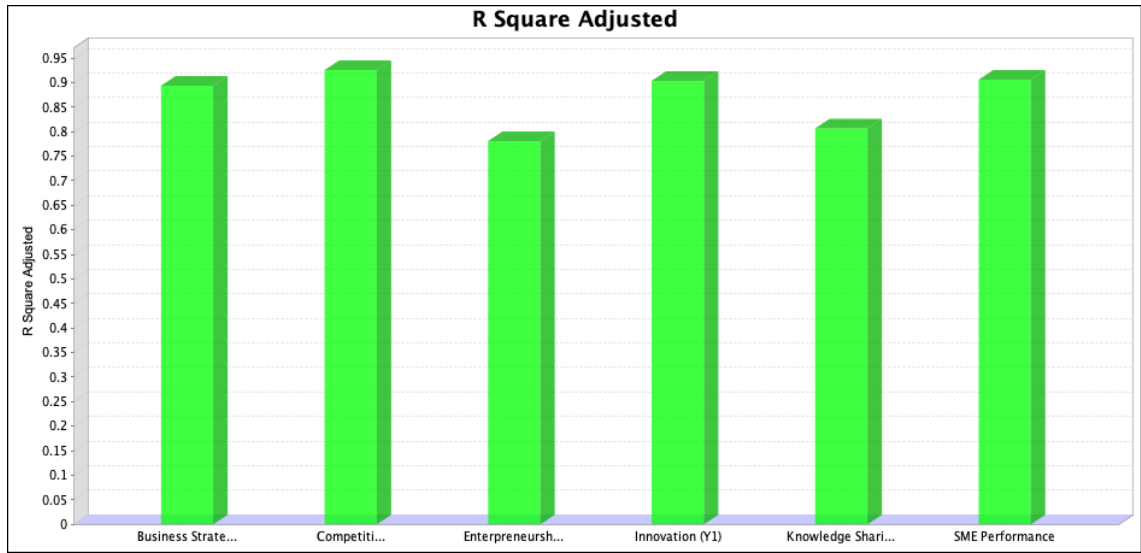












## R Square

| Matrix                        | R Square | R Square Adjusted |
|-------------------------------|----------|-------------------|
| Business Strategy (Y2)        | 0.8949   | 0.8938            |
| Competitive Advantage         | 0.9263   | 0.9255            |
| Entrepreneurship Insight (X1) | 0.7830   | 0.7808            |
| Innovation (Y1)               | 0.9044   | 0.9034            |
| Knowledge Sharing (X3)        | 0.8086   | 0.8066            |
| SME Performance               | 0.9080   | 0.9061            |

## f Square

| Matrix                        | f Square | Copy to Clipboard: | Excel Format | R Form |
|-------------------------------|----------|--------------------|--------------|--------|
| Business Strategy (Y2)        | 12.5600  |                    |              |        |
| Competitive Advantage         |          |                    |              | 0.1542 |
| Entrepreneurship Insight (X1) |          | 9.4604             |              |        |
| Innovation (Y1)               |          |                    |              | 0.1975 |
| Knowledge Sharing (X3)        | 8.5184   |                    |              |        |
| Market Orientation (X2)       |          | 3.6087             | 4.2250       |        |
| SME Performance               |          |                    |              |        |

## Outer Loadings

| Matrix | Business Strategy | Competitive Advan | Entrepreneurship I | Innovation (Y1) | Knowledge Sharin | Market Orientat | SME Performance |
|--------|-------------------|-------------------|--------------------|-----------------|------------------|-----------------|-----------------|
| BS.1   | 0.8720            |                   |                    |                 |                  |                 |                 |
| BS.2   | 0.9037            |                   |                    |                 |                  |                 |                 |
| BS.3   | 0.9238            |                   |                    |                 |                  |                 |                 |
| BS.4   | 0.8649            |                   |                    |                 |                  |                 |                 |
| BS.5   | 0.8538            |                   |                    |                 |                  |                 |                 |
| BS.6   | 0.8294            |                   |                    |                 |                  |                 |                 |
| BS.7   | 0.8166            |                   |                    |                 |                  |                 |                 |
| CA.1   |                   | 0.8971            |                    |                 |                  |                 |                 |
| CA.2   |                   | 0.8817            |                    |                 |                  |                 |                 |
| CA.3   |                   | 0.7239            |                    |                 |                  |                 |                 |
| CA.4   |                   | 0.7091            |                    |                 |                  |                 |                 |
| CA.5   |                   | 0.8313            |                    |                 |                  |                 |                 |
| CA.6   |                   | 0.8249            |                    |                 |                  |                 |                 |
| CA.7   |                   | 0.8842            |                    |                 |                  |                 |                 |
| CA.8   |                   | 0.8556            |                    |                 |                  |                 |                 |
| CA.9   |                   | 0.8131            |                    |                 |                  |                 |                 |
| EI.1   |                   |                   | 0.7195             |                 |                  |                 |                 |
| EI.3   |                   |                   | 0.7763             |                 |                  |                 |                 |



### Outer Loadings

|       | Business Strategy | Competitive Advan | Entrepreneurship I | Innovation (Y1) | Knowledge Sharin | Market Orientat | SME Performance |
|-------|-------------------|-------------------|--------------------|-----------------|------------------|-----------------|-----------------|
| KS.12 |                   |                   |                    |                 | 0.8461           |                 |                 |
| KS.2  |                   |                   |                    |                 | 0.7947           |                 |                 |
| KS.3  |                   |                   |                    |                 | 0.8652           |                 |                 |
| KS.4  |                   |                   |                    |                 | 0.8738           |                 |                 |
| KS.9  |                   |                   |                    |                 | 0.8638           |                 |                 |
| MO.1  |                   |                   |                    |                 |                  | 0.8338          |                 |
| MO.2  |                   |                   |                    |                 |                  | 0.8736          |                 |
| MO.4  |                   |                   |                    |                 |                  | 0.7768          |                 |
| MO.5  |                   |                   |                    |                 |                  | 0.8558          |                 |
| MO.6  |                   |                   |                    |                 |                  | 0.7752          |                 |
| MO.7  |                   |                   |                    |                 |                  | 0.8214          |                 |
| MO.8  |                   |                   |                    |                 |                  | 0.7781          |                 |
| SMP.1 |                   |                   |                    |                 |                  |                 | 0.9343          |
| SMP.2 |                   |                   |                    |                 |                  |                 | 0.9126          |
| SMP.4 |                   |                   |                    |                 |                  |                 | 0.8043          |
| SMP.5 |                   |                   |                    |                 |                  |                 | 0.8582          |
| SMP.6 |                   |                   |                    |                 |                  |                 | 0.8510          |
| SMP.7 |                   |                   |                    |                 |                  |                 | 0.7497          |

### Outer Weights

|      | Business Strategy | Competitive Advan | Entrepreneurship I | Innovation (Y1) | Knowledge Sharin | Market Orientat | SME Performance |
|------|-------------------|-------------------|--------------------|-----------------|------------------|-----------------|-----------------|
| BS.1 | 0.1625            |                   |                    |                 |                  |                 |                 |
| BS.2 | 0.1706            |                   |                    |                 |                  |                 |                 |
| BS.3 | 0.1741            |                   |                    |                 |                  |                 |                 |
| BS.4 | 0.1646            |                   |                    |                 |                  |                 |                 |
| BS.5 | 0.1597            |                   |                    |                 |                  |                 |                 |
| BS.6 | 0.1533            |                   |                    |                 |                  |                 |                 |
| BS.7 | 0.1682            |                   |                    |                 |                  |                 |                 |
| CA.1 |                   | 0.1380            |                    |                 |                  |                 |                 |
| CA.2 |                   | 0.1362            |                    |                 |                  |                 |                 |
| CA.3 |                   | 0.1224            |                    |                 |                  |                 |                 |
| CA.4 |                   | 0.1230            |                    |                 |                  |                 |                 |
| CA.5 |                   | 0.1329            |                    |                 |                  |                 |                 |
| CA.6 |                   | 0.1336            |                    |                 |                  |                 |                 |
| CA.7 |                   | 0.1467            |                    |                 |                  |                 |                 |
| CA.8 |                   | 0.1420            |                    |                 |                  |                 |                 |
| CA.9 |                   | 0.1334            |                    |                 |                  |                 |                 |
| EI.1 |                   |                   | 0.1949             |                 |                  |                 |                 |
| EI.3 |                   |                   | 0.1868             |                 |                  |                 |                 |



### Outer Weights

|       | Business Strategy | Competitive Advan | Entrepreneurship I | Innovation (Y1) | Knowledge Sharin | Market Orientatior | SME Performance |
|-------|-------------------|-------------------|--------------------|-----------------|------------------|--------------------|-----------------|
| KS.12 |                   |                   |                    |                 | 0.1414           |                    |                 |
| KS.2  |                   |                   |                    |                 | 0.1294           |                    |                 |
| KS.3  |                   |                   |                    |                 | 0.1435           |                    |                 |
| KS.4  |                   |                   |                    |                 | 0.1497           |                    |                 |
| KS.9  |                   |                   |                    |                 | 0.1528           |                    |                 |
| MO.1  |                   |                   |                    |                 |                  | 0.1666             |                 |
| MO.2  |                   |                   |                    |                 |                  | 0.1861             |                 |
| MO.4  |                   |                   |                    |                 |                  | 0.1692             |                 |
| MO.5  |                   |                   |                    |                 |                  | 0.1959             |                 |
| MO.6  |                   |                   |                    |                 |                  | 0.1750             |                 |
| MO.7  |                   |                   |                    |                 |                  | 0.1724             |                 |
| MO.8  |                   |                   |                    |                 |                  | 0.1570             |                 |
| SMP.1 |                   |                   |                    |                 |                  |                    | 0.2104          |
| SMP.2 |                   |                   |                    |                 |                  |                    | 0.2075          |
| SMP.4 |                   |                   |                    |                 |                  |                    | 0.1846          |
| SMP.5 |                   |                   |                    |                 |                  |                    | 0.1888          |
| SMP.6 |                   |                   |                    |                 |                  |                    | 0.1941          |
| SMP.7 |                   |                   |                    |                 |                  |                    | 0.1846          |

### Construct Reliability and Validity

|                               | Cronbach's Alpha | rho_A  | Composite Reliabilit... | Average Variance E... |
|-------------------------------|------------------|--------|-------------------------|-----------------------|
| Business Strategy (Y2)        | 0.9446           | 0.9457 | 0.9549                  | 0.7518                |
| Competitive Advantage         | 0.9412           | 0.9434 | 0.9509                  | 0.6839                |
| Entrepreneurship Insight (X1) | 0.8873           | 0.8904 | 0.9123                  | 0.5988                |
| Innovation (Y1)               | 0.9540           | 0.9553 | 0.9600                  | 0.6864                |
| Knowledge Sharing (X3)        | 0.9466           | 0.9480 | 0.9555                  | 0.7287                |
| Market Orientation (X2)       | 0.9167           | 0.9195 | 0.9335                  | 0.6679                |
| SME Performance               | 0.9243           | 0.9276 | 0.9414                  | 0.7292                |

## Construct Reliability and Validity

|                     | Cronbach's Alpha | rho_A  | Composite Reliabil... | Average Variance I |
|---------------------|------------------|--------|-----------------------|--------------------|
| Business Strate...  | 0.9446           | 0.9457 | 0.9549                | 0.7518             |
| Competitive Adv...  | 0.9412           | 0.9434 | 0.9509                | 0.6839             |
| Entrepreneurshi...  | 0.8873           | 0.8904 | 0.9123                | 0.5988             |
| Innovation (Y1)     | 0.9540           | 0.9553 | 0.9600                | 0.6864             |
| Knowledge Shar...   | 0.9466           | 0.9480 | 0.9555                | 0.7287             |
| Market Orientati... | 0.9167           | 0.9195 | 0.9335                | 0.6679             |
| SME Performance     | 0.9243           | 0.9276 | 0.9414                | 0.7292             |

### Discriminant Validity

|                     | Business Strategy | Competitive Advard | Entrepreneurship I | Innovation (Y1) | Knowledge Sharin | Market Orientation | SME Performance |
|---------------------|-------------------|--------------------|--------------------|-----------------|------------------|--------------------|-----------------|
| Business Strate...  | 0.8671            |                    |                    |                 |                  |                    |                 |
| Competitive Adv...  | 0.9624            | 0.8270             |                    |                 |                  |                    |                 |
| Entrepreneurshi...  | 0.9377            | 0.9565             | 0.7738             |                 |                  |                    |                 |
| Innovation (Y1)     | 0.9361            | 0.9645             | 0.9510             | 0.8285          |                  |                    |                 |
| Knowledge Shar...   | 0.9460            | 0.9545             | 0.9398             | 0.9355          | 0.8536           |                    |                 |
| Market Orientati... | 0.9293            | 0.9422             | 0.8849             | 0.9264          | 0.8992           | 0.8172             |                 |
| SME Performance     | 0.9231            | 0.9433             | 0.9239             | 0.9454          | 0.9295           | 0.9173             | 0.8540          |

### Discriminant Validity

|      | Business Strategy | Competitive Advard | Entrepreneurship I | Innovation (Y1) | Knowledge Sharin | Market Orientation | SME Performance |
|------|-------------------|--------------------|--------------------|-----------------|------------------|--------------------|-----------------|
| BS.1 | 0.8720            | 0.8163             | 0.7958             | 0.8021          | 0.8142           | 0.8055             | 0.7974          |
| BS.2 | 0.9037            | 0.8582             | 0.8392             | 0.8186          | 0.8537           | 0.8672             | 0.8251          |
| BS.3 | 0.9238            | 0.8772             | 0.8556             | 0.8409          | 0.8693           | 0.8627             | 0.8417          |
| BS.4 | 0.8649            | 0.8410             | 0.8063             | 0.8218          | 0.8105           | 0.7952             | 0.7836          |
| BS.5 | 0.8538            | 0.8163             | 0.7642             | 0.7819          | 0.7859           | 0.7599             | 0.7502          |
| BS.6 | 0.8294            | 0.7724             | 0.7698             | 0.7473          | 0.7652           | 0.7137             | 0.6953          |
| BS.7 | 0.8166            | 0.8525             | 0.8526             | 0.8617          | 0.8350           | 0.8239             | 0.8965          |
| CA.1 | 0.8266            | 0.8971             | 0.8350             | 0.8450          | 0.8323           | 0.8141             | 0.7893          |
| CA.2 | 0.8241            | 0.8817             | 0.8191             | 0.8205          | 0.8239           | 0.8187             | 0.7707          |
| CA.3 | 0.7276            | 0.7239             | 0.6800             | 0.7188          | 0.6871           | 0.6983             | 0.7059          |
| CA.4 | 0.7266            | 0.7091             | 0.7022             | 0.7079          | 0.7261           | 0.7132             | 0.7141          |
| CA.5 | 0.7894            | 0.8313             | 0.7926             | 0.7955          | 0.7794           | 0.7584             | 0.7672          |
| CA.6 | 0.7971            | 0.8249             | 0.7738             | 0.7868          | 0.7625           | 0.7572             | 0.7677          |
| CA.7 | 0.8716            | 0.8842             | 0.8676             | 0.8532          | 0.8497           | 0.8317             | 0.8474          |
| CA.8 | 0.8288            | 0.8556             | 0.8419             | 0.8302          | 0.8333           | 0.8164             | 0.8349          |
| CA.9 | 0.7556            | 0.8131             | 0.7842             | 0.8039          | 0.7917           | 0.7893             | 0.8083          |
| EI.1 | 0.7460            | 0.7423             | 0.7195             | 0.7564          | 0.7172           | 0.7385             | 0.7655          |
| EI.3 | 0.7242            | 0.7761             | 0.7763             | 0.7214          | 0.7738           | 0.7117             | 0.6868          |

### Discriminant Validity

|       | Business Strategy | Competitive Advan | Entrepreneurship I | Innovation (Y1) | Knowledge Sharin | Market Orientat | SME Performance |
|-------|-------------------|-------------------|--------------------|-----------------|------------------|-----------------|-----------------|
| EI.3  | 0.7242            | 0.7761            | 0.7763             | 0.7214          | 0.7738           | 0.7117          | 0.6868          |
| EI.4  | 0.7130            | 0.7224            | 0.7388             | 0.7050          | 0.7434           | 0.7145          | 0.7062          |
| EI.5  | 0.6985            | 0.6662            | 0.7323             | 0.6812          | 0.6560           | 0.6218          | 0.6515          |
| EI.6  | 0.6813            | 0.6816            | 0.7547             | 0.6695          | 0.6364           | 0.5873          | 0.6523          |
| EI.7  | 0.7741            | 0.8146            | 0.8734             | 0.8460          | 0.7998           | 0.7510          | 0.8031          |
| EI.8  | 0.7309            | 0.7588            | 0.8103             | 0.7482          | 0.7419           | 0.6428          | 0.7166          |
| IN.10 | 0.7136            | 0.7932            | 0.7607             | 0.8011          | 0.7717           | 0.7738          | 0.7655          |
| IN.11 | 0.8886            | 0.8691            | 0.8703             | 0.8935          | 0.8764           | 0.8392          | 0.8162          |
| IN.12 | 0.8385            | 0.8270            | 0.8154             | 0.8737          | 0.8168           | 0.8109          | 0.8050          |
| IN.13 | 0.8594            | 0.8274            | 0.8340             | 0.8491          | 0.8445           | 0.8063          | 0.8206          |
| IN.3  | 0.8381            | 0.8427            | 0.8063             | 0.8351          | 0.8201           | 0.8214          | 0.8279          |
| IN.4  | 0.6841            | 0.7156            | 0.6843             | 0.7581          | 0.6691           | 0.6727          | 0.7117          |
| IN.5  | 0.7837            | 0.8309            | 0.8042             | 0.8634          | 0.7573           | 0.7724          | 0.8293          |
| IN.6  | 0.7297            | 0.7396            | 0.7137             | 0.7841          | 0.6510           | 0.7354          | 0.7544          |
| IN.7  | 0.7756            | 0.7723            | 0.7762             | 0.7852          | 0.7830           | 0.7694          | 0.7675          |
| IN.8  | 0.7016            | 0.7774            | 0.7961             | 0.8263          | 0.7548           | 0.7033          | 0.7417          |
| IN.9  | 0.6932            | 0.7799            | 0.7878             | 0.8333          | 0.7568           | 0.7223          | 0.7659          |
| KS.1  | 0.8357            | 0.8428            | 0.8382             | 0.8207          | 0.8635           | 0.7832          | 0.8082          |

### Discriminant Validity

|       | Business Strategy | Competitive Advan | Entrepreneurship I | Innovation (Y1) | Knowledge Sharin | Market Orientat | SME Performance |
|-------|-------------------|-------------------|--------------------|-----------------|------------------|-----------------|-----------------|
| KS.1  | 0.8357            | 0.8428            | 0.8382             | 0.8207          | 0.8635           | 0.7832          | 0.8082          |
| KS.10 | 0.8059            | 0.8002            | 0.7868             | 0.7867          | 0.8279           | 0.7862          | 0.7904          |
| KS.11 | 0.8454            | 0.8517            | 0.8349             | 0.8326          | 0.8904           | 0.8193          | 0.8215          |
| KS.12 | 0.7704            | 0.7938            | 0.8124             | 0.7794          | 0.8461           | 0.7498          | 0.7828          |
| KS.2  | 0.7079            | 0.7569            | 0.7274             | 0.7401          | 0.7947           | 0.6826          | 0.7408          |
| KS.3  | 0.8121            | 0.8070            | 0.7968             | 0.7994          | 0.8652           | 0.7293          | 0.7804          |
| KS.4  | 0.8472            | 0.8364            | 0.8139             | 0.8224          | 0.8738           | 0.7601          | 0.7920          |
| KS.9  | 0.8243            | 0.8240            | 0.8018             | 0.8026          | 0.8638           | 0.8190          | 0.8273          |
| MO.1  | 0.7401            | 0.7516            | 0.6314             | 0.7157          | 0.7541           | 0.8338          | 0.7468          |
| MO.2  | 0.8087            | 0.8288            | 0.7286             | 0.8102          | 0.8193           | 0.8736          | 0.7959          |
| MO.4  | 0.7130            | 0.7629            | 0.7024             | 0.7430          | 0.7054           | 0.7768          | 0.7000          |
| MO.5  | 0.8007            | 0.8148            | 0.8142             | 0.8067          | 0.8164           | 0.8558          | 0.8153          |
| MO.6  | 0.7464            | 0.7327            | 0.7423             | 0.7056          | 0.7145           | 0.7752          | 0.7227          |
| MO.7  | 0.7914            | 0.7768            | 0.7326             | 0.7881          | 0.7025           | 0.8214          | 0.7684          |
| MO.8  | 0.7070            | 0.7124            | 0.6976             | 0.7213          | 0.6094           | 0.7781          | 0.6856          |
| SMP.1 | 0.8070            | 0.8630            | 0.8523             | 0.8736          | 0.8554           | 0.8333          | 0.9343          |
| SMP.2 | 0.8105            | 0.8715            | 0.8308             | 0.8419          | 0.8351           | 0.8385          | 0.9126          |
| SMP.4 | 0.7795            | 0.7692            | 0.7431             | 0.7543          | 0.7451           | 0.7754          | 0.8043          |



### Discriminant Validity

|       | Business Strategy | Competitive Advan | Entrepreneurship I | Innovation (Y1) | Knowledge Sharin | Market Orientati | SME Performance |
|-------|-------------------|-------------------|--------------------|-----------------|------------------|------------------|-----------------|
| KS.12 | 0.7704            | 0.7938            | 0.8124             | 0.7794          | 0.8461           | 0.7498           | 0.7828          |
| KS.2  | 0.7079            | 0.7569            | 0.7274             | 0.7401          | 0.7947           | 0.6826           | 0.7408          |
| KS.3  | 0.8121            | 0.8070            | 0.7968             | 0.7994          | 0.8652           | 0.7293           | 0.7804          |
| KS.4  | 0.8472            | 0.8364            | 0.8139             | 0.8224          | 0.8738           | 0.7601           | 0.7920          |
| KS.9  | 0.8243            | 0.8240            | 0.8018             | 0.8026          | 0.8638           | 0.8190           | 0.8273          |
| MO.1  | 0.7401            | 0.7516            | 0.6314             | 0.7157          | 0.7541           | 0.8338           | 0.7468          |
| MO.2  | 0.8087            | 0.8288            | 0.7286             | 0.8102          | 0.8193           | 0.8736           | 0.7959          |
| MO.4  | 0.7130            | 0.7629            | 0.7024             | 0.7430          | 0.7054           | 0.7768           | 0.7000          |
| MO.5  | 0.8007            | 0.8148            | 0.8142             | 0.8067          | 0.8164           | 0.8558           | 0.8153          |
| MO.6  | 0.7464            | 0.7327            | 0.7423             | 0.7056          | 0.7145           | 0.7752           | 0.7227          |
| MO.7  | 0.7914            | 0.7768            | 0.7326             | 0.7881          | 0.7025           | 0.8214           | 0.7684          |
| MO.8  | 0.7070            | 0.7124            | 0.6976             | 0.7213          | 0.6094           | 0.7781           | 0.6856          |
| SMP.1 | 0.8070            | 0.8630            | 0.8523             | 0.8736          | 0.8554           | 0.8333           | 0.9343          |
| SMP.2 | 0.8105            | 0.8715            | 0.8308             | 0.8419          | 0.8351           | 0.8385           | 0.9126          |
| SMP.4 | 0.7795            | 0.7692            | 0.7431             | 0.7543          | 0.7451           | 0.7754           | 0.8043          |
| SMP.5 | 0.7763            | 0.7670            | 0.7486             | 0.7919          | 0.7686           | 0.7691           | 0.8582          |
| SMP.6 | 0.8070            | 0.8012            | 0.7941             | 0.8007          | 0.8080           | 0.7786           | 0.8510          |
| SMP.7 | 0.7477            | 0.7506            | 0.7562             | 0.7735          | 0.7411           | 0.6963           | 0.7497          |

### Collinearity Statistics (VIF)

|                     | Business Strategy | Competitive Advan | Entrepreneurship I | Innovation (Y1) | Knowledge Sharin | Market Orientati |
|---------------------|-------------------|-------------------|--------------------|-----------------|------------------|------------------|
| Business Strate...  |                   | 1.0000            |                    |                 |                  |                  |
| Competitive Adv...  |                   |                   |                    |                 |                  |                  |
| Entrepreneurshi...  |                   |                   |                    | 1.0000          |                  |                  |
| Innovation (Y1)     |                   |                   |                    |                 |                  |                  |
| Knowledge Shar...   | 1.0000            |                   |                    |                 |                  |                  |
| Market Orientati... |                   |                   | 1.0000             |                 |                  | 1.0000           |
| SME Performance     |                   |                   |                    |                 |                  |                  |

### Model\_Fit

|            | Saturated Model | Estimated Model |
|------------|-----------------|-----------------|
| SRMR       | 0.0549          | 0.1054          |
| d_ULS      | 4.6365          | 17.1168         |
| d_G        | 8.7502          | 10.0195         |
| Chi-Square | 3,068.6163      | 3,245.6508      |
| NFI        | 0.6287          | 0.6073          |

### Model Selection Criteria

Matrix Copy to Clipboard:

|                    | AIC (Akaike's Info | AICu (Unbiased Ak | AICc (Corrected A | BIC (Bayesian Inf | HQ (Hannan Quini | HQc (Corrected H |
|--------------------|--------------------|-------------------|-------------------|-------------------|------------------|------------------|
| Business Strate... | -217.8210          | -215.8003         | -117.5657         | -212.6510         | -215.7299        | -215.4707        |
| Competitive Adv... | -252.5032          | -250.4825         | -152.2479         | -247.3333         | -250.4121        | -250.1529        |
| Entrepreneurshi... | -146.7447          | -144.7240         | -46.4893          | -141.5747         | -144.6535        | -144.3943        |
| Innovation (Y1)    | -227.0701          | -225.0494         | -126.8147         | -221.9001         | -224.9789        | -224.7197        |
| Knowledge Shar...  | -159.0434          | -157.0227         | -58.7881          | -153.8735         | -156.9523        | -156.6931        |
| SME Performance    | -228.8338          | -225.7869         | -128.4037         | -221.0789         | -225.6971        | -225.2059        |

### Path Coefficients

Mean, STDEV, T-Values, ...
Confidence Intervals
Confidence Intervals Bi...
Samples

|                     | Original Sample (C | Sample Mean (M) | Standard Deviator | T Statistics ( O/ST | P Values |
|---------------------|--------------------|-----------------|-------------------|---------------------|----------|
| Business Strate...  | 0.9624             | 0.9625          | 0.0074            | 130.8848            | 0.0000   |
| Competitive Adv...  | 0.4510             | 0.4601          | 0.1220            | 3.6978              | 0.0002   |
| Entrepreneurshi...  | 0.9510             | 0.9511          | 0.0095            | 99.5982             | 0.0000   |
| Innovation (Y1)...  | 0.5104             | 0.5019          | 0.1216            | 4.1972              | 0.0000   |
| Knowledge Shar...   | 0.9460             | 0.9466          | 0.0105            | 90.5098             | 0.0000   |
| Market Orientati... | 0.8849             | 0.8855          | 0.0209            | 42.3495             | 0.0000   |
| Market Orientati... | 0.8992             | 0.9004          | 0.0180            | 49.8757             | 0.0000   |

### Path Coefficients

Mean, STDEV, T-Values, ...
Confidence Intervals
Confidence Intervals Bi...
Samples
Copy to Clipboard:
Excel Format

|                                                          | Original Sample (C | Sample Mean (M) | Standard Deviator | T Statistics ( O/ST | P Values |
|----------------------------------------------------------|--------------------|-----------------|-------------------|---------------------|----------|
| Business Strategy (Y2) -> Competitive Advantage          | 0.9624             | 0.9625          | 0.0074            | 130.8848            | 0.0000   |
| Competitive Advantage -> SME Performance                 | 0.4510             | 0.4601          | 0.1220            | 3.6978              | 0.0002   |
| Entrepreneurship Insight (X1) -> Innovation (Y1)         | 0.9510             | 0.9511          | 0.0095            | 99.5982             | 0.0000   |
| Innovation (Y1) -> SME Performance                       | 0.5104             | 0.5019          | 0.1216            | 4.1972              | 0.0000   |
| Knowledge Sharing (X3) -> Business Strategy (Y2)         | 0.9460             | 0.9466          | 0.0105            | 90.5098             | 0.0000   |
| Market Orientation (X2) -> Entrepreneurship Insight (X1) | 0.8849             | 0.8855          | 0.0209            | 42.3495             | 0.0000   |
| Market Orientation (X2) -> Knowledge Sharing (X3)        | 0.8992             | 0.9004          | 0.0180            | 49.8757             | 0.0000   |

## Path Coefficients

|                     | Mean, STDEV, T-Values, ... | Confidence Intervals | Confidence Intervals Bi.. |
|---------------------|----------------------------|----------------------|---------------------------|
|                     | Original Sample (C)        | Sample Mean (M)      | 2.5%   97.5%              |
| Business Strate...  | 0.9624                     | 0.9625               | 0.9475   0.9761           |
| Competitive Adv...  | 0.4510                     | 0.4601               | 0.2479   0.7181           |
| Entrepreneurshi...  | 0.9510                     | 0.9511               | 0.9310   0.9683           |
| Innovation (Y1)...  | 0.5104                     | 0.5019               | 0.2458   0.7132           |
| Knowledge Shar...   | 0.9460                     | 0.9466               | 0.9246   0.9638           |
| Market Orientati... | 0.8849                     | 0.8855               | 0.8419   0.9228           |
| Market Orientati... | 0.8992                     | 0.9004               | 0.8630   0.9305           |

## Path Coefficients

|                     | Mean, STDEV, T-Values, ... | Confidence Intervals | Confidence Intervals Bi... | Samples |
|---------------------|----------------------------|----------------------|----------------------------|---------|
|                     | Original Sample (C)        | Sample Mean (M)      | Bias   2.5%   97.5%        |         |
| Business Strate...  | 0.9624                     | 0.9625               | 0.0001   0.9460   0.9753   |         |
| Competitive Adv...  | 0.4510                     | 0.4601               | 0.0091   0.2434   0.7109   |         |
| Entrepreneurshi...  | 0.9510                     | 0.9511               | 0.0001   0.9301   0.9673   |         |
| Innovation (Y1)...  | 0.5104                     | 0.5019               | -0.0085   0.2458   0.7132  |         |
| Knowledge Shar...   | 0.9460                     | 0.9466               | 0.0006   0.9181   0.9625   |         |
| Market Orientati... | 0.8849                     | 0.8855               | 0.0006   0.8380   0.9185   |         |
| Market Orientati... | 0.8992                     | 0.9004               | 0.0011   0.8470   0.9266   |         |

## Specific Indirect Effects

|                                                                                                                         | Mean, STDEV, T-Values, P-Values | Confidence Intervals | Confidence Intervals Bias Corrected | Samples              | Copy to Clipboard: | Excel Format | R Format |
|-------------------------------------------------------------------------------------------------------------------------|---------------------------------|----------------------|-------------------------------------|----------------------|--------------------|--------------|----------|
|                                                                                                                         | Original Sample (C)             | Sample Mean (M)      | Standard Deviator                   | T Statistics (I/O)ST | P Values           |              |          |
| Market Orientation (X2) -> Knowledge Sharing (X3) -> Business Strategy (Y2)                                             | 0.8507                          | 0.8525               | 0.0244                              | 34.7965              | 0.0000             |              |          |
| Knowledge Sharing (X3) -> Business Strategy (Y2) -> Competitive Advantage                                               | 0.9105                          | 0.9112               | 0.0150                              | 60.5375              | 0.0000             |              |          |
| Market Orientation (X2) -> Knowledge Sharing (X3) -> Business Strategy (Y2) -> Competitive Advantage                    | 0.8187                          | 0.8206               | 0.0272                              | 30.0715              | 0.0000             |              |          |
| Market Orientation (X2) -> Entrepreneurship Insight (X1) -> Innovation (Y1)                                             | 0.8415                          | 0.8423               | 0.0254                              | 33.1378              | 0.0000             |              |          |
| Business Strategy (Y2) -> Competitive Advantage -> SME Performance                                                      | 0.4341                          | 0.4428               | 0.1173                              | 3.7011               | 0.0002             |              |          |
| Knowledge Sharing (X3) -> Business Strategy (Y2) -> Competitive Advantage -> SME Performance                            | 0.4107                          | 0.4192               | 0.1111                              | 3.6978               | 0.0002             |              |          |
| Market Orientation (X2) -> Knowledge Sharing (X3) -> Business Strategy (Y2) -> Competitive Advantage -> SME Performance | 0.3693                          | 0.3775               | 0.1005                              | 3.6757               | 0.0003             |              |          |
| Entrepreneurship Insight (X1) -> Innovation (Y1) -> SME Performance                                                     | 0.4854                          | 0.4776               | 0.1168                              | 4.1547               | 0.0000             |              |          |
| Market Orientation (X2) -> Entrepreneurship Insight (X1) -> Innovation (Y1) -> SME Performance                          | 0.4295                          | 0.4228               | 0.1037                              | 4.1438               | 0.0000             |              |          |

### Total Indirect Effects

|                                                          | Original Sample (C) | Sample Mean (M) | Standard Deviator | T Statistics ( O/ST) | P Values |
|----------------------------------------------------------|---------------------|-----------------|-------------------|----------------------|----------|
| Business Strategy (Y2) -> Competitive Advantage          |                     |                 |                   |                      |          |
| Business Strategy (Y2) -> SME Performance                | 0.4341              | 0.4428          | 0.1173            | 3.7011               | 0.0002   |
| Competitive Advantage -> SME Performance                 |                     |                 |                   |                      |          |
| Entrepreneurship Insight (X1) -> Innovation (Y1)         |                     |                 |                   |                      |          |
| Entrepreneurship Insight (X1) -> SME Performance         | 0.4854              | 0.4776          | 0.1168            | 4.1547               | 0.0000   |
| Innovation (Y1) -> SME Performance                       |                     |                 |                   |                      |          |
| Knowledge Sharing (X3) -> Business Strategy (Y2)         |                     |                 |                   |                      |          |
| Knowledge Sharing (X3) -> Competitive Advantage          | 0.9105              | 0.9112          | 0.0150            | 60.5375              | 0.0000   |
| Knowledge Sharing (X3) -> SME Performance                | 0.4107              | 0.4192          | 0.1111            | 3.6978               | 0.0002   |
| Market Orientation (X2) -> Business Strategy (Y2)        |                     |                 |                   |                      |          |
| Market Orientation (X2) -> Competitive Advantage         | 0.8507              | 0.8525          | 0.0244            | 34.7965              | 0.0000   |
| Market Orientation (X2) -> Entrepreneurship Insight (X1) | 0.8187              | 0.8206          | 0.0272            | 30.0715              | 0.0000   |
| Market Orientation (X2) -> Innovation (Y1)               |                     |                 |                   |                      |          |
| Market Orientation (X2) -> Knowledge Sharing (X3)        | 0.8415              | 0.8423          | 0.0254            | 33.1378              | 0.0000   |
| Market Orientation (X2) -> SME Performance               |                     |                 |                   |                      |          |
| Market Orientation (X2) -> SME Performance               | 0.7988              | 0.8004          | 0.0270            | 29.5660              | 0.0000   |

### Outer Loadings

|                                       | Original Sample | Sample Mean (M) | Standard Deviator | T Statistics ( O/ST) | P Values |
|---------------------------------------|-----------------|-----------------|-------------------|----------------------|----------|
| BS.1 <- Business Strategy (Y2)        | 0.8720          | 0.8724          | 0.0366            | 23.7991              | 0.0000   |
| BS.2 <- Business Strategy (Y2)        | 0.9037          | 0.9041          | 0.0182            | 49.6556              | 0.0000   |
| BS.3 <- Business Strategy (Y2)        | 0.9238          | 0.9231          | 0.0150            | 61.4460              | 0.0000   |
| BS.4 <- Business Strategy (Y2)        | 0.8649          | 0.8645          | 0.0249            | 34.7906              | 0.0000   |
| BS.5 <- Business Strategy (Y2)        | 0.8538          | 0.8503          | 0.0327            | 26.1463              | 0.0000   |
| BS.6 <- Business Strategy (Y2)        | 0.8294          | 0.8229          | 0.0437            | 18.9642              | 0.0000   |
| BS.7 <- Business Strategy (Y2)        | 0.8166          | 0.8154          | 0.0437            | 18.6858              | 0.0000   |
| CA.1 <- Competitive Advantage         | 0.8971          | 0.8971          | 0.0194            | 46.2266              | 0.0000   |
| CA.2 <- Competitive Advantage         | 0.8817          | 0.8812          | 0.0218            | 40.3903              | 0.0000   |
| CA.3 <- Competitive Advantage         | 0.7239          | 0.7228          | 0.0512            | 14.1344              | 0.0000   |
| CA.4 <- Competitive Advantage         | 0.7091          | 0.7049          | 0.0515            | 13.7576              | 0.0000   |
| CA.5 <- Competitive Advantage         | 0.8313          | 0.8298          | 0.0303            | 27.4230              | 0.0000   |
| CA.6 <- Competitive Advantage         | 0.8249          | 0.8240          | 0.0361            | 22.8406              | 0.0000   |
| CA.7 <- Competitive Advantage         | 0.8842          | 0.8819          | 0.0242            | 36.5962              | 0.0000   |
| CA.8 <- Competitive Advantage         | 0.8556          | 0.8550          | 0.0369            | 23.2090              | 0.0000   |
| CA.9 <- Competitive Advantage         | 0.8131          | 0.8088          | 0.0424            | 19.1597              | 0.0000   |
| EI.1 <- Entrepreneurship Insight (X1) | 0.7195          | 0.7206          | 0.0486            | 14.7955              | 0.0000   |
| EI.3 <- Entrepreneurship Insight (X1) | 0.7763          | 0.7751          | 0.0497            | 15.6189              | 0.0000   |

### Outer Loadings

| <input checked="" type="checkbox"/> Mean, STDEV, T-Values, P-Values <input checked="" type="checkbox"/> Confidence Intervals <input checked="" type="checkbox"/> Confidence Intervals Bias Corrected <input checked="" type="checkbox"/> Samples |                 |                 |                    |                       |          |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|--------------------|-----------------------|----------|
|                                                                                                                                                                                                                                                  | Original Sample | Sample Mean (M) | Standard Deviation | T Statistics ( O /ST) | P Values |
| EI.1 <- Entrepreneurship Insight (X1)                                                                                                                                                                                                            | 0.7195          | 0.7206          | 0.0486             | 14.7955               | 0.0000   |
| EI.3 <- Entrepreneurship Insight (X1)                                                                                                                                                                                                            | 0.7763          | 0.7751          | 0.0497             | 15.6189               | 0.0000   |
| EI.4 <- Entrepreneurship Insight (X1)                                                                                                                                                                                                            | 0.7388          | 0.7407          | 0.0546             | 13.5229               | 0.0000   |
| EI.5 <- Entrepreneurship Insight (X1)                                                                                                                                                                                                            | 0.7323          | 0.7353          | 0.0603             | 12.1524               | 0.0000   |
| EI.6 <- Entrepreneurship Insight (X1)                                                                                                                                                                                                            | 0.7547          | 0.7524          | 0.0718             | 10.5146               | 0.0000   |
| EI.7 <- Entrepreneurship Insight (X1)                                                                                                                                                                                                            | 0.8734          | 0.8732          | 0.0229             | 38.1073               | 0.0000   |
| EI.8 <- Entrepreneurship Insight (X1)                                                                                                                                                                                                            | 0.8103          | 0.8125          | 0.0447             | 18.1291               | 0.0000   |
| IN.10 <- Innovation (Y1)                                                                                                                                                                                                                         | 0.8011          | 0.8008          | 0.0512             | 15.6358               | 0.0000   |
| IN.11 <- Innovation (Y1)                                                                                                                                                                                                                         | 0.8935          | 0.8931          | 0.0225             | 39.7069               | 0.0000   |
| IN.12 <- Innovation (Y1)                                                                                                                                                                                                                         | 0.8737          | 0.8738          | 0.0357             | 24.4410               | 0.0000   |
| IN.13 <- Innovation (Y1)                                                                                                                                                                                                                         | 0.8491          | 0.8497          | 0.0442             | 19.1953               | 0.0000   |
| IN.3 <- Innovation (Y1)                                                                                                                                                                                                                          | 0.8351          | 0.8341          | 0.0291             | 28.6891               | 0.0000   |
| IN.4 <- Innovation (Y1)                                                                                                                                                                                                                          | 0.7581          | 0.7549          | 0.0442             | 17.1622               | 0.0000   |
| IN.5 <- Innovation (Y1)                                                                                                                                                                                                                          | 0.8634          | 0.8637          | 0.0264             | 32.7663               | 0.0000   |
| IN.6 <- Innovation (Y1)                                                                                                                                                                                                                          | 0.7841          | 0.7832          | 0.0368             | 21.3244               | 0.0000   |
| IN.7 <- Innovation (Y1)                                                                                                                                                                                                                          | 0.7852          | 0.7824          | 0.0361             | 21.7661               | 0.0000   |
| IN.8 <- Innovation (Y1)                                                                                                                                                                                                                          | 0.8263          | 0.8249          | 0.0559             | 14.7913               | 0.0000   |
| IN.9 <- Innovation (Y1)                                                                                                                                                                                                                          | 0.8333          | 0.8320          | 0.0476             | 17.5160               | 0.0000   |

### Outer Loadings

| <input checked="" type="checkbox"/> Mean, STDEV, T-Values, P-Values <input checked="" type="checkbox"/> Confidence Intervals <input checked="" type="checkbox"/> Confidence Intervals Bias Corrected <input checked="" type="checkbox"/> Samples |                 |                 |                    |                       |          |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|--------------------|-----------------------|----------|
|                                                                                                                                                                                                                                                  | Original Sample | Sample Mean (M) | Standard Deviation | T Statistics ( O /ST) | P Values |
| KS.12 <- Knowledge Sharing (X3)                                                                                                                                                                                                                  | 0.8461          | 0.8401          | 0.0421             | 20.0967               | 0.0000   |
| KS.2 <- Knowledge Sharing (X3)                                                                                                                                                                                                                   | 0.7947          | 0.7920          | 0.0599             | 13.2605               | 0.0000   |
| KS.3 <- Knowledge Sharing (X3)                                                                                                                                                                                                                   | 0.8652          | 0.8676          | 0.0272             | 31.8545               | 0.0000   |
| KS.4 <- Knowledge Sharing (X3)                                                                                                                                                                                                                   | 0.8738          | 0.8744          | 0.0244             | 35.7764               | 0.0000   |
| KS.9 <- Knowledge Sharing (X3)                                                                                                                                                                                                                   | 0.8638          | 0.8636          | 0.0265             | 32.5424               | 0.0000   |
| MO.1 <- Market Orientation (X2)                                                                                                                                                                                                                  | 0.8338          | 0.8332          | 0.0386             | 21.5820               | 0.0000   |
| MO.2 <- Market Orientation (X2)                                                                                                                                                                                                                  | 0.8736          | 0.8736          | 0.0240             | 36.4440               | 0.0000   |
| MO.4 <- Market Orientation (X2)                                                                                                                                                                                                                  | 0.7768          | 0.7752          | 0.0469             | 16.5776               | 0.0000   |
| MO.5 <- Market Orientation (X2)                                                                                                                                                                                                                  | 0.8558          | 0.8553          | 0.0258             | 33.1237               | 0.0000   |
| MO.6 <- Market Orientation (X2)                                                                                                                                                                                                                  | 0.7752          | 0.7702          | 0.0601             | 12.9070               | 0.0000   |
| MO.7 <- Market Orientation (X2)                                                                                                                                                                                                                  | 0.8214          | 0.8255          | 0.0411             | 19.9960               | 0.0000   |
| MO.8 <- Market Orientation (X2)                                                                                                                                                                                                                  | 0.7781          | 0.7870          | 0.0791             | 9.8306                | 0.0000   |
| SMP.1 <- SME Performance                                                                                                                                                                                                                         | 0.9343          | 0.9336          | 0.0154             | 60.6173               | 0.0000   |
| SMP.2 <- SME Performance                                                                                                                                                                                                                         | 0.9126          | 0.9110          | 0.0217             | 42.1238               | 0.0000   |
| SMP.4 <- SME Performance                                                                                                                                                                                                                         | 0.8043          | 0.8033          | 0.0571             | 14.0978               | 0.0000   |
| SMP.5 <- SME Performance                                                                                                                                                                                                                         | 0.8582          | 0.8574          | 0.0405             | 21.1769               | 0.0000   |
| SMP.6 <- SME Performance                                                                                                                                                                                                                         | 0.8510          | 0.8541          | 0.0266             | 31.9560               | 0.0000   |
| SMP.7 <- SME Performance                                                                                                                                                                                                                         | 0.7497          | 0.7488          | 0.0570             | 13.1627               | 0.0000   |

