



The Effect of Market Orientation and Entrepreneurship Orientation on MSME Performance through Innovation of Daily Cattle Pondok Ranggong, Jakarta

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Abstract

This study aims to analyze and describe the effect of market orientation and entrepreneurial orientation on MSME performance through innovation in MSME dairy cattle Pondok Ranggong Jakarta. The study was conducted on MSME dairy cows in Pondok Ranggong Jakarta. Sampling technique using a saturated sampling technique. The data analysis method used path analysis.

The results show that market orientation positively affects innovation, while entrepreneurial orientation does not positively affect innovation. Innovation has a positive effect on MSME performance. Market orientation and entrepreneurial orientation have a positive effect on MSME performance. However, market orientation and entrepreneurial orientation through innovation do not positively affect the performance of MSMEs.

Keywords: market orientation, entrepreneurial orientation, innovation, and MSME performance

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I. Introduction

Indonesia's economy in 2020 compared to 2019 (y-on-y) contracted -2.19%. This figure is much lower than in 2019, which experienced positive growth of 5.02% (BPS, 2021). This is the impact of the coronavirus disease (Covid-19) pandemic that is engulfing the entire world, including Indonesia. As a result of the Covid-19 Pandemic, almost all sectors contracted negatively, but agriculture was one sector that experienced positive growth of 1.75%. This shows that business in the agricultural sector is one of the businesses that can be a savior and a driving force for the national economy.

The agricultural sector itself consists of plantations, forestry, horticulture, and livestock. According to Arifin (2004), livestock-based agribusiness is a phenomenon that grows rapidly when the availability of land is limited because the farming system requires large land. Still, limited land availability will trigger the efficiency and effectiveness of land use. Therefore, the livestock business can be used as an alternative that promises high profits in the future.

One of the very strategic livestock businesses to be developed is the dairy cattle business. Not only is milk obtained, but meat and even feces can be used to meet human needs. In addition to the good economic value, the dairy cattle business can also assist the government in fulfilling community nutrition. Geographical conditions, ecology, and land fertility in several parts of Indonesia also support the development of dairy farming businesses. However, most dairy farming business in Indonesia is still part of the people's livestock business. The dairy cattle business in Indonesia is still relatively small, ranging from 1-to 3 heads per farmer, so the opportunity for the dairy cattle business in Indonesia is still large if appropriately managed (Damayanti et al., 2020).

The total population of dairy cows in DKI Jakarta province in 2020 is 2,024 heads, with milk production ranging from 5,100 tons/year (Directorate General of PKH, 2020). This number is still deficient and does not meet the needs of the population of DKI Jakarta, which amounts to 10.56 million people (BPS, 2020), while the national dairy cattle population in 2020 is 568,265 heads with milk production of 947,685 tons (Directorate General of PKH, 2020). Based on BPS data (2020), the number of national needs in 2019 reached 4.33 million tons, and the milk production could only meet 22% of national conditions, so 78% of it came from imports.

Micro, small and medium enterprises have a very important role in a country's economy. Priatin et al. (2017) stated that SMEs have a strategic role in developing the National Economy. Because in addition to contributing to the growth of the National Economy, it can also absorb a large number of workers. However, in

its development, the existing MSMEs of dairy cattle are still classified as people's livestock businesses that do not experience improvement from time to time. MSMEs' weak productivity and performance are due to the invalid entrepreneurial character and the not yet optimal managerial role in managing the business. This is supported by the statement of Hubeis (2009) in Agustina (2019), which explains that the shortcomings of micro, small and medium enterprises lie in weak human resources in entrepreneurship and managerial, financial limitations, inability to market aspects, and limited knowledge and technology, facilities and infrastructure. So even though the demand in the market is high, the milk production that farmers produce has not been able to meet all market needs. This is due to the limitations of farmers in obtaining capital, most MSME breeders in running their businesses do not have a clear business planning, control, and evaluation.

Market orientation is one of the important factors for the successful performance of MSMEs. (Sriyanto and Adelina, 2020), the higher the market orientation, the more capable the company will be of creating superior value for customers, creating competitive strategies, and creating good coordination to achieve excellent performance.

Business performance criteria include business continuity, growth, profit, and productivity. The performance of MSMEs determines the future of an MSME, whether the MSME can exist and earn profits so that it can develop or vice versa. The good performance of MSMEs is certainly inseparable from innovation. Rusdiana (2018) states that an entrepreneur who wants to be successful in his business must make his products with innovations because innovation is an essential factor in product and service processes. With innovation means creating advantages in new forms, of course, the innovations created are not only superior and something new but also acceptable to customers.

The success of MSME performance is influenced not only by market orientation and innovation but also by entrepreneurial orientation. For example, Mei le and Pratama's research (2019) results show that entrepreneurial orientation has a significant influence on business performance.

II. Literature Review

MSME Performance

Prakosa (2005) states that company performance measures a company's success, which is measured every time period that has been determined. This result can be said as the value of each activity prepared and implemented to identify whether the strategy made and its implementation is appropriate or vice versa. Sriyanto and Adelina (2020) state that company performance is the perception of company owners on the development of company performance compared to competitors.

Hamel and Wijaya (2020) state that the performance of small and medium enterprises can be interpreted as a measure of the achievement of a business run by a person or group that manages a business unit based on predetermined targets or standards, which can affect the performance of the company, among others, are entrepreneurial orientation and market orientation.

Company performance indicators in this study include:

1. Sales growth is a manifestation of success in maintaining sales, having high sales competitiveness, and being able to determine the number of products specified in a certain period (Subagja, 2017)
2. Profitability is the ability of a company to generate profits for a certain period at a high level of sales or profits, manage business operational costs, and manage company assets (Subagja, 2017).
3. Labor Growth is the increase in employees running the business regularly (Munizu, 2010).

Market Orientation

Hamel and Wijaya (2020) state that market orientation is a way for organizations to identify markets and use them as a basis for determining company strategy. Implementing a strategy based on market orientation allows companies to adapt successfully to environmental changes.

Aprizal (2018), several indicators used to measure market orientation are customer orientation, competitor orientation and inter-functional coordination. Sriyanto and Adelina (2020) describe the meaning of customer orientation, competitor orientation, and coordination between functions as follows:

1. Customer orientation emphasizes that the customer is very important, and all policies and activities are aimed at consumer needs. MSME traders who already understand the importance of customer orientation are shown by selling products that buyers like and providing services that can meet customer needs
2. Competitor orientation, the company's ability to recognize its competitors, will assist in digging up information about what and how competitors run their business as well as the implemented strategy models so that the company gains certainty that its competitors do not precede any strategies and activities it undertakes. As a result, MSME traders who can understand the strengths and weaknesses of competitors then create a competitive strategy.

3. Coordination between functions is based on the utilization of all resources used by the company in coordination to create superior value for targeted consumers. Coordination with employees is an effort to create excellent value for targeted customers.

Entrepreneurship Orientation

Entrepreneurial orientation tends to understand the need to be proactive to market opportunities and market dynamism, tolerant of risk, and flexible to change (Narver and Slater, 1990; Sari and Farida, 2020). The entrepreneurial orientation variable in this study uses three indicators, namely risk-taking, autonomy, and proactiveness:

1. Dare to take risks is an entrepreneurial attitude that involves a willingness to bind resources and dare to face challenges by exploiting or engaging in business strategies where the possible outcome is full of uncertainty (Hamel and Wijaya, 2020).
2. Autonomy is an action that a team or individual does not influence to produce a vision or idea (Subagja, 2017).
3. Proactivity reflects the entrepreneurial willingness to dominate competitors through aggressive and proactive movements, such as introducing new products or services above the competition and activities to anticipate future demands to create change and shape the environment (Hamel and Wijaya, 2020).

Innovation

Innovation is a company mechanism to adapt to a dynamic environment. Therefore companies are required to be able to create judgments and new ideas and offer innovative products (Prakosa, 2005). Sismanto (2006) Innovation is a company's step to adapt to a dynamic environment. Therefore companies are required to be able to create new thoughts and new ideas and offer innovative products and service improvements that satisfy customers. Suryana (2017), innovation means making meaningful changes to improve the organization's products, services, programs, processes, operations, and business models to create new value for the organization's stakeholders.

Sandvik and Sandvik (2003) state that the more innovative products generally provide value to customers and greater differentiation for the company's products from competing products. Thus, the greater the use of innovative products, the greater the company's competitive advantage and the more difficult it is for competitors to develop effective responses. Rusdiana (2018) states that the innovation indicators consist of:

1. Product innovation is the result of a company's organization
2. Administrative innovation is an innovation related to management and is oriented toward structural processes, human resource management (HRM) and accounting systems
3. Process innovation is an effort to produce a good product or service.
4. Process innovation is innovation directly related to product production.

III. Research Method

Research Design

Research involves decisions regarding the research topic, how the research population is, the research methods used, and the objectives of the research carried out. Based on the research objectives, this research is explanatory, namely research that aims to test a theory or hypothesis to strengthen or even reject the theory or hypothesis of research results. Mardalis (2007) states that explanatory research aims to explain what will happen if certain variables are controlled or manipulated in a certain way.

This research is a survey research using structured interviews on MSME dairy cattle in PondokRanggon, with the individual unit of analysis of the farmers as respondents. The analytical tools used are descriptive analysis and path analysis.

Population and Sample

The population is a group of people, events, or objects, which have certain characteristics and are used as research objects (Suryani and Hendryadi, 2015). The population in this study was all dairy farmers in East Jakarta. To be precise, there were 41 dairy farmers in Pondok Ranggon.

The sample is part of the population that will be taken for research and the research results are used to represent the population as a whole (Suryani and Hendryadi, 2015). According to Roscoe (1975) (Suryani and Hendryadi, 2015), the sample size should be 30 to 500 elements. Furthermore, Suryani and Hendryadi (2015) state that in research using qualitative analysis, the sample size is not the main concern because what is important is the wealth of information. Although small and rich in communication, the sample is more useful.

Currently, there are 41 dairy farmers in PondokRanggon. So that the results of the research conducted on the sample can still be trusted in the sense that it can still represent the characteristics of the population, the sampling method is carried out carefully. Suryani and Hendryadi (2015), the method of sample selection is known

as the sampling technique or sampling technique. Determination of the sample in this study using a saturated sampling technique. Sugiyono (2017: 85) states that the saturated sampling technique is a sampling technique where all population members are used as samples. So the number of samples used in this study was 41 dairy farmers in Pondok Ranggon.

Data Analysis Method

The data obtained were then analyzed using path analysis. Path analysis was chosen because, in this research model, there are intervening variables, namely innovation, that affect the relationship between market orientation and entrepreneurial orientation on MSME performance. Path analysis is used to determine the direct and indirect effects of a set of variables.

IV. Research Results and Discussion

The data processing technique in this study uses path analysis. Path analysis was chosen because, in this research model, there are intervening variables, namely innovation, that affect the relationship between market orientation and entrepreneurial orientation on MSME performance. Path analysis is used to determine the direct and indirect effects of a set of variables.

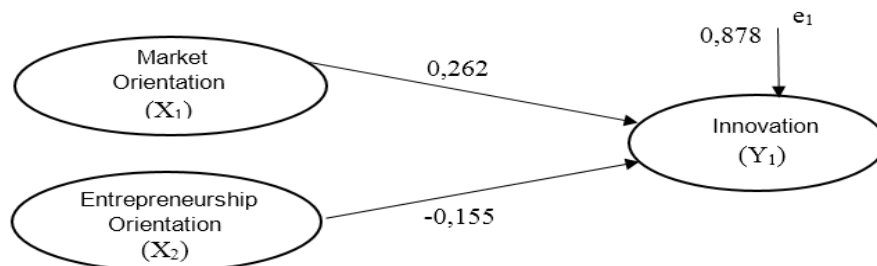
Table 1. Hypothesis Test Results

No	Hip	Variable			Regression Coefficient		
		Exogenous	Mediation	Endogenous	Direct	Indirect	Total
1.	H1	Market Orientation	Innovation	-	0,262	-	-
	H2	Market Orientation	-	MSME Performance	0,150	$0,262 \times 0,151$ = 0,040	-
	H3	-	Innovation	MSME Performance	0,151	-	-
	H4	Market Orientation	Innovation	MSME Performance	-	-	$0,262 + 0,040$ = 0,302
2.	H1	Entrepreneurship Orientation	Innovation	-	-0,155	-	-
	H2	Entrepreneurship Orientation	-	MSME Performance	0,226	$-0,155 \times 0,151$ = -0,023	-
	H3	-	Innovation	MSME Performance	0,151	-	-
	H4	Entrepreneurship Orientation	Innovation	MSME Performance	-	-	$-0,155 + (-0,023)$ = -0,178

Source: Primary Data processed, 2021

The structural equation model used in this study as a whole consists of two exogenous variables, one mediating variable, and one endogenous variable. The following describes the variables influenced by direct influence, indirect effect, and total effect estimates.

a) Hypothesis 1



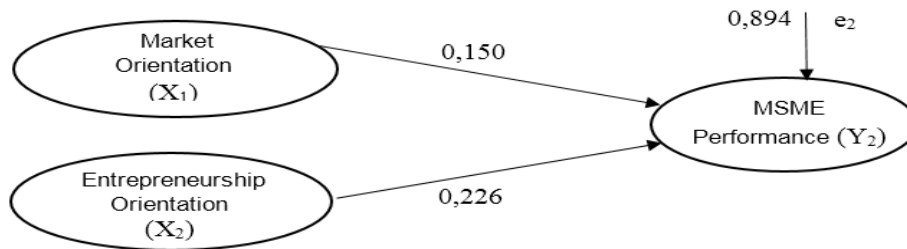
Source: Primary Data processed, 2021

Figure 1. Structure of Hypothesis Testing 1

In Figure 1, the structure of testing hypothesis 1 shows that market orientation has a positive and significant value on innovation. This is indicated by the coefficient value of 0.262, which is greater than 0.05 (p-value > 0.05). However, different things are shown in the entrepreneurial orientation, which has a negative and

insignificant value to innovation. This is shown in the coefficient value of -0.155, which is smaller than 0.05 (p-value <0.05). So the first hypothesis is untested and unproven.

b) Hypothesis 2

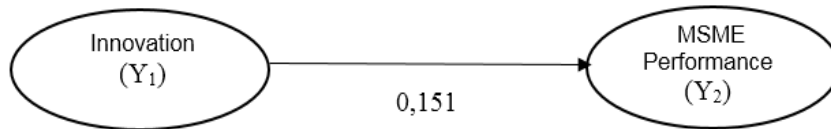


Source: Primary Data processed, 2021

Figure 2. Structure of Hypothesis Testing 2

In Figure 2, the structure of hypothesis testing two shows that market orientation and entrepreneurial orientation have a positive and significant value on the performance of MSMEs. This is indicated by the coefficient value for both market orientation (0.150) and entrepreneurial orientation (0.226) which is greater than 0.05 (p-value > 0.05). So it can be said that empirically and theoretically, market orientation and entrepreneurial orientation have a positive and significant effect on MSME performance. Thus the second hypothesis is tested and proven.

c) Hypothesis 3



Source: Primary Data processed, 2021

Figure3. Structure of Hypothesis Testing 3

In Figure 3, the structure of hypothesis testing three shows that innovation has a positive and significant value on the performance of MSMEs. This is indicated by the coefficient value of 0.151, greater than 0.05 (p-value > 0.05). So it can be said that empirically and theoretically, innovation has a positive and significant effect on MSME performance. Thus the third hypothesis is tested and proven.

d) Hypothesis 4

$$\begin{aligned}
 X1 &\longrightarrow Y1 \longrightarrow Y2 = (\rho_{y_1x_1}) \times (\rho_{yy_1}) = 0,262 \times 0,151 = 0,040 \\
 X2 &\longrightarrow Y1 \longrightarrow Y2 = (\rho_{y_1x_2}) \times (\rho_{yy_1}) = -0,155 \times 0,151 = -0,023
 \end{aligned}$$

In the market orientation variable, the indirect influence value is obtained from the path coefficient x_3x_1 multiplied by y_3 . The multiplication result shows that the coefficient of indirect effect (0.040) is smaller than the value of the coefficient of direct influence (0.150).

In the entrepreneurial orientation variable, the indirect influence value is obtained from the path coefficient value x_3x_2 multiplied by the path coefficient value y_3 . The multiplication result shows that the coefficient of indirect influence (- 0.023) is smaller than the value of the coefficient of direct influence (0.226).

So it can be concluded that innovation cannot mediate, namely market orientation to the performance of MSMEs and entrepreneurial orientation to MSME performance. Thus the fourth hypothesis is unproven and untested.

V. Discussion

1. The Influence of Market Orientation and Entrepreneurship Orientation on MSME Innovation in Dairy Cattle Pondok Ranggung, Jakarta

Market orientation is an activity carried out by entrepreneurs that focuses on market needs, wants, and demands to determine organizational policies and strategies to create superior value for MSMEs. This study's market orientation indicators are customer orientation, competitor orientation, and coordination between functions.

Entrepreneurship orientation is an effort to get value for MSMEs by using all existing resources in MSMEs to get business opportunities. The entrepreneurship indicators in this study are risk-taking, autonomy, and proactivity.

Innovation is the development or improvement of a process resulting from a product or market to get a better value than before and can be accepted by consumers. Innovation indicators are product innovation, process innovation, and marketing innovation.

Pondok Ranggong dairy farmers tend to agree that market orientation is formed by indicators of customer orientation, competitor orientation, and coordination between functions. Customer orientation indicators provide the greatest support in shaping market orientation. This proves that Pondok Ranggong dairy farmers prioritize quality according to customer needs. For example, the Pondok Ranggong dairy farmer, besides providing pure milk, also provides milk with various flavors, including chocolate and vanilla. This attracts customers who do not like whole milk to continue to enjoy milk with a taste according to their respective preferences. In addition, farmers always provide information about milk processing for the sale of fresh, pure milk. For example, the cooking temperature of the milk is $\pm 80^{\circ}\text{C}$. This is done to maintain the quality of the milk so as not to be damaged.

The study results indicate that market orientation partially provides support for increasing innovation. The results of this study are in line with the results of research conducted by Suliyanto and Rahab (2012); Mauludin (2014); Subagja (2017); Syafruddin et al. (2020), who examine market orientation towards innovation.

The results showed that the entrepreneurial orientation showed negative and insignificant results towards innovation. This indicates that, partially, entrepreneurial orientation does not affect innovation. The results of this study are not in line with the results of Subagja's research (2017) examining entrepreneurial orientation towards innovation. In the era of disruption innovation, not all breeders use technology in their business, for example, internet access for marketing. However, breeders still use traditional door-to-door marketing methods, only some farmers have used the internet for marketing, but their use is still limited.

2. The Influence of Market Orientation and Entrepreneurship Orientation on the Performance of MSME Dairy Cattle PondokRanggong, Jakarta

MSME performance results from the organization's achievements measured within a certain period of time. Analysis of the description of the MSME performance variable shows that Pondok Ranggong dairy farmers agree that MSME performance is shaped by indicators of sales growth, profitability, and labor growth. In addition, sales growth indicators provide the greatest support in shaping the performance of MSMEs.

Market-oriented MSMEs prioritize customer needs and satisfaction, which are the key to MSME's competitive advantage. Planning and control that is carried out in a coordinated and integrated manner with all business units will improve the performance of MSMEs by conducting market research and seeking competitor information to be discussed together with all business units to obtain competitor strategies in responding quickly to competitors' actions. Autonomy is independence in running a business; entrepreneurs who are independent in running their business will not be affected by the shackled MSME bureaucracy. Instead, they tend to look for business opportunities that they feel they can do so that they can improve performance.

The results of this study indicate that market orientation and entrepreneurial orientation support improving MSME performance. This study supports the results of research conducted by Affendy et al. (2015); Subagja (2017), Mei le, and Pratama (2019) examined market orientation and entrepreneurial orientation on company performance. This study proves that market orientation with customer orientation indicators that provide the greatest support can improve MSME performance, and entrepreneurial orientation with autonomy indicators that provide the greatest support can affect MSME performance. The performance of MSME dairy cows in Pondok Ranggong can be seen from the number of dairy products produced by these MSMEs, the increase in MSME performance will certainly be directly proportional to the increase in the number of MSME milk production. The higher the amount of production, the higher the sales. This, of course, will impact the increase in the amount of profit earned.

3. The Effect of Innovation on the Performance of MSME Dairy Cattle PondokRanggong, Jakarta

This study indicates that innovation provides support for improving the performance of MSME Dairy Cattle PondokRanggong, which means that if innovation increases, the performance of MSMEs will also increase. This is in line with research conducted by Priatin et al. (2017) and Subagja (2017) examined innovation on performance. This study also provides evidence that innovation with product innovation indicators provides the greatest support for influencing MSME performance.

4. The Effect of Market Orientation and Entrepreneurship Orientation on the Performance of MSME Dairy Cattle Pondok Ranggung, Jakarta through Innovation

Market orientation is formed by indicators of customer orientation, competitor orientation, and coordination between functions. This can be seen from the dairy farmers of Pondok Ranggung, who strongly agree that customer needs and satisfaction are priorities, make strategies in dealing with competitors (if competitors produce new prices, I will immediately respond), and discuss business goals with all employees.

Entrepreneurial orientation is formed by indicators of risk-taking, autonomy, and proactiveness. This can be seen from the Pondok Ranggung dairy farmers strongly agreeing to take firm action against employee mistakes, have the independence to create business opportunities, and promote products online.

The results show that innovation does not act as an intermediate variable on the effect of market orientation on MSME performance through innovation. Instead, the results show that market orientation and entrepreneurial orientation through innovation have a smaller value than the direct influence of market orientation and entrepreneurial orientation on MSME performance. Theoretically, this is unusual because innovation indicators such as product innovation, process innovation, and marketing innovation can logically be considered as material for consideration and strategies for market orientation and entrepreneurial orientation in improving MSME performance.

Most of the innovations at Pondok Ranggung dairy farms are carried out by millennial breeders, while older breeders still rely on traditional methods in running their business. Millennial breeders are more technology literate. They tend to be proactive in looking for emerging market trends. For example, at the Pondok Ranggung dairy farm, there is a Cibugary to attract customers by providing educational tours in the dairy cattle pens. So that customers who come besides buying milk can also enjoy tours and education on dairy farms; besides that, this farm sells dairy products and several dairy products, including cheese and yogurt.

The number of millennial breeders in the Pondok Ranggung environment is still minimal. This is because the dairy farming business has been carried out for generations, so most farms are still managed by the first generation. As a result, breeders of the baby boomers generation dominate the first generation of breeders. This generation tends to be passive in interacting with technology and running a business based on experience that is still traditional. The results of this study are not in line with the results of Sandvik and Sandvik (2003) and Johnson et al. (2009).

VI. Conclusions and Recommendations

Conclusion

Based on the results of research on market orientation and entrepreneurial orientation on MSME performance through innovation, the following conclusions can be drawn:

Based on the description analysis, market orientation shows that customer orientation provides the greatest support for the formation of market orientation, namely finding out what customers need and like, customer needs and satisfaction are a priority, customer complaints are a priority, evaluating product quality on customers, conducting service quality assessments. In addition, there is a commitment to continuous improvement (in products) to the customer, and there is a commitment to continuous improvement (in-service). The path analysis shows that market orientation supports the improvement of innovation and performance of MSME dairy cattle in Pondok Ranggung.

Based on the results of the description analysis, entrepreneurial orientation shows that the indicators of autonomy provide the greatest support for the formation of entrepreneurial orientation, namely having independence in running a business, having independence in creating business opportunities, and being consistent with entrepreneurial independence. Based on the results of the path analysis shows that entrepreneurial orientation does not have a positive effect on innovation, which means that entrepreneurial orientation does not support increased innovation. However, the entrepreneurial orientation has a positive and significant effect on the performance of MSMEs, which means that the entrepreneurial orientation provides support for improving the performance of MSME Dairy Cattle Pondok Ranggung.

Based on the results of the description analysis, innovation shows that product innovation indicators provide the largest contribution to the formation of innovation variables, namely making or creating new products regularly, updating product prices, and increasing product quality. Based on the results of the path analysis, it shows that innovation provides support for improving the performance of MSME Dairy Cattle Pondok Ranggung.

Based on the results of the description analysis, the performance of the MSME Dairy Cattle Pondok Ranggung shows that the sales growth indicators provide the largest contribution to the formation of MSME performance variables, namely having the ability to maintain sales, have a high level of sales, and determine the determination of the number of products. In addition, the path analysis results show that innovation cannot mediate market orientation and entrepreneurial orientation.

Suggestion

Based on the results of research on market orientation and entrepreneurial orientation on MSME performance through innovation, several suggestions can be made as follows:

The research results are expected to contribute to the science of human resource management, especially concerning market orientation, entrepreneurial orientation, innovation, and performance. The results of this study are expected to be considered by researchers, especially researchers who will conduct further research on market orientation, entrepreneurial orientation, innovation, and performance to examine other variables that have not been studied in this study, such as adding learning orientation variables and knowledge management.

Farmers need to be considered for continuous improvement, especially those related to competitor orientation which contributes the lowest to the formation of market orientation variables namely; farmers must be active in seeking information about competitors, making strategies in dealing with competitors (both in product and in price).

There needs to be further consideration for farmers for continuous improvement in terms of risk-taking, which contributes the lowest to entrepreneurial orientation, namely, farmers must be brave to take risks and dare to invest. For example, farmers must dare to borrow money from the bank to purchase milking equipment in ownership of production machines. They must dare to increase the number of livestock even though they are uncertain.

It needs to be further considered for farmers for continuous improvement, in terms of process innovation and marketing innovation that contributes the lowest in the innovation variable, namely by updating processes and marketing, for example, updating the milking process to become more modern by using machines, renewing feeding The feed that was previously fed grass turned to complete feed. Marketing updates were originally carried out door to door into an online system using marketplace services.

It needs to be further considered for breeders for continuous improvement in terms of profitability which contributes the lowest to the performance of MSMEs, namely using farmers having the ability to generate high profits by saving operational costs. For example, looking for animal feed ingredients at low prices but with good quality or looking for cheaper alternative feed ingredients. In addition, breeders must also have the ability to manage MSME assets.

It should be a consideration for the government in particular (relevant agencies) to provide guidance and training to MSME dairy cows in Pondok Ranggon about producing quality and competitive milk, providing entrepreneurial motivation and business opportunities to farmers, as well as providing capital solutions for MSME dairy cattle. Pondok Ranggon to be able to develop business innovation and technology. For example, by providing paid credit or by assisting with a milking machine.

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