

PAPER NAME

Jurnal Internasional_The Impact of Government Policy.pdf

AUTHOR

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WORD COUNT

5204 Words

CHARACTER COUNT

29824 Characters

PAGE COUNT

8 Pages

FILE SIZE

178.6KB

SUBMISSION DATE

Jun 28, 2023 12:12 PM GMT+8

REPORT DATE

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1 The Impact of Government Policy, Market Orientation, and Organizational Innovation on Roti Maros (Maros Bread) Business Performance in Maros Regency

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Abstract. The major objectives of this study were to investigate: (1) the impact of government policy on Maros Bread (further called as Roti Maros as in original term) business specifically its organizational innovation in Maros Regency; (2) the impact of government policy on Roti Maros business performance in Maros Regency; (3) the impact of market orientation on Roti Maros business specifically its organizational innovation in Maros Regency; (4) the effect of market orientation on Roti Maros business performance in Maros Regency; (5) the effect of organizational innovation on Roti Maros business performance in Maros Regency; (6) the effect of government policy on Roti Maros business performance through organizational innovation in Maros Regency; and (7) the effect of market orientation on Roti Maros business performance through organizational innovation in Maros Regency.

This research was categorized as explanatory survey. The data collection technique used a questionnaire to 238 Roti Maros business performances in Maros Regency. Furthermore, to answer the hypothesis, the research uses Structural Equation Modeling (SEM) analysis.

The results provided that: (1) Government policy had a direct and significant impact on organizational innovation on the Roti Maros business in Maros Regency; (2) Government policy did not have direct and insignificant impact on Roti Maros business performance in Maros Regency; (3) Market orientation had a direct and significant impact on Roti Maros business performance specifically organizational innovation in Maros Regency; (4) Market orientation had a direct and significant effect on technical performance of the Roti Maros business in Maros Regency; (5) Organizational innovation had a direct and significant effect on Roti Maros business performance in Maros Regency; (6) Government policies significantly affected Roti Maros business performance through organizational innovation in Maros Regency; (7) Market orientation significantly affected Roti Maros business performance through organizational innovation in Maros Regency.

Keywords: Government policy; Market orientation; Organizational Innovation; Business Performance

17 Date of Submission: 14-07-2020

Date of Acceptance: 29-07-2020

I. Introduction

Small and Medium Enterprises (SMEs) in a global perspective have recognized that these businesses have a crucial role in economic development and growth, not only in developing countries but also in developed countries. According to Tambunan (2008), in many developed countries, small businesses are very important because those business communities absorb the most labor and contribute greatly to the formation or growth of gross domestic product (GDP).

Small and medium enterprises hold massive role when linked with economic and social issues both nationally and at the local level, such as high levels of poverty, the magnitude of unemployment, unequal distribution of income, the process of uneven development and the issue of urbanization with all its negative effects. One of the small businesses at the local level that has the potential to go international market and can contribute significantly in efforts to overcome economic and social problems in the country is the *Roti Maros* business.

The existence and development of the *Roti Maros* Business is considered as one of the keys to improving economic and social problems in Maros Regency which can create jobs to reduce unemployment, which is able to mobilize and mediate resources from upstream to downstream.

Facing domestic economic and social problems, the government has taken concrete steps to strengthen the resilience of the national economy. One strategic step is to revive the people's economic system which is based on small-scale business. The development of an economic system provides opportunities for small businesses to take part in the national economy to encourage the growth of an entrepreneurial-based economy, furthermore it will encourage the emergence of new businesses so that local economic performances have the opportunity to play an active role. Thurik and Wennekers (2004), in the results of their research concluded that

government policy in controlling the economy by involving the role of technology and consumer stability will encourage business growth.

20 As for the development of SMEs in Maros Regency over the past five years (2014 to 2018) in 14 sub-districts can be seen in the following table:

Table 1.1
The Number of Micro, Small and Medium-sized Enterprises (MSMEs) Based on the Business Sector in Maros Regency from 2014 to 2018

No.	Business Sector	2014	2015	2016	2017	2018
1	Commerce	6.247	6.328	6.384	6.446	6.503
2	Agriculture	8.788	8.815	8.845	8.878	8.908
3	Industry	4.911	4.943	4.950	4.954	4.961
4	Various Businesses	10.572	10.675	10.784	10.802	10.904
	total	30.518	30.761	30.963	31.080	31.276

Source: Dinas Kopumdag Kabupaten Maros, 2019

Based on the table above, it is obtained that in general, the Small and Medium Enterprises in Maros Regency were interested in agricultural sector businesses and various businesses that only have limited financial resources, whereas in the commerce and industry sectors were still less desirable. This shows that the Small and Medium Enterprises in both sectors need to get the attention of the parties concerned.

Another potential that can be developed from the industrial and processing sector which is believed to be able to absorb labor and contribute to the increase in GRDP in Maros Regency is the Roti Maros business, this bread business began in 1973 by the Maros people, so it was given the name Roti Maros (Rome), This business not only provides financial benefits but also provides non-financial benefits, namely from the name of this product to access publications that can raise the popularity and local wisdom of Maros Regency. In the 90s, Roti Maros was quite popular and had many customers, but sales of Roti Maros were now starting to diminish. Roti Maros was one of the typical souvenirs of Maros Regency which had a special attraction for local tourists from various regions who were visiting Makassar City and surrounding regions.

The high level of competition among bread business performance, the Roti Maros business performance in particular must have a strategy in overcoming the problem by conducting market-oriented innovations through the involvement of government policies in the form of education and training so that customer needs can be fulfilled and company performance can be improved.

Related with market orientation, Deshpande, Farley & Webster (1999) offer a conceptualization that integrates Kohli & Jaworski's (1990) perspective with Narver & Slater (1990). According to them the market orientation is a series of processes and activities that are cross-functional, directed at creating and satisfying customers, through continuous assessment of needs. The Roti Maros business not only requires market but also requires innovation through the involvement of government policies, Hubeis (2005: 72), argues that efforts to increase or improve existing resources, modify to make something valuable, create new and different things, change a value becomes a resource and combines these resources into a new, more productive configuration, all of which demonstrate the feasibility of innovation in bringing an economic benefit.

Referring to the phenomena, theoretical description, and the results of the empirical study above, the authors were interested in conducting research by examining government policy variables, market orientation and organizational innovation on business performance in Roti Maros businesses in Maros Regency.

II. Review Of Literature

Government policy

The development of the Roti Maros business in Maros Regency is inseparable from the role of the government, both in the form of technical and policy development for implementing potential sectors in improving the welfare of Roti Maros businesses through the creation of a conducive; efficient and effective business climate such as ease in obtaining operational licenses; education and counseling.

Thomas Dye (1978) mentioned policy as the government's choice whatever government chooses to do or not to do. This definition is made by linking with several other definitions from David Easton (1965) stated that government policy as 'the power of allocating values for society as a whole' this contains the connotation of government authority which covers the whole of people's lives. On the other hand, Lasswell (1975) saw policy as a means to an end. This means that the policy as a project program with regard to goals, values and practices (a projected program of goals, values and practices). Carl Friedrich (1985) said that the most important thing for a policy is the goal, objective or purpose.

Market Orientation

The small business of *Roti Maros* survive based on customers, therefore customers are the only reason for the existence of a company. Thus customer satisfaction must be a priority for every company. The Customer focused are through understanding their needs, wants and expectations is the key to winning increasingly fierce global competition

Beside focusing on customers, *Roti Maros* small businesses must understand the short-term strengths and weaknesses as well as the long-term capabilities and strategies of current competitors to stay afloat in potential competition, and one of the effective strategies in market orientation is to create attention and value to customers.

As a market-oriented company, *Roti Maros* small businesses must be effective in carrying out all business functions to work together in moving the dividing wall between business functions and providing superior customer value. The inter-functional work team that works well will provide instructions for *Roti Maros* businesses to provide superior customer value. Customers who get more value from a company will use the product or service again.

The concept of marketing is a fundamental aspect of the marketing discipline, however its implementation has received less attention in marketing research so far. As a business philosophy, the concept of marketing (marketing concept) should be interpreted into activities and organizational behavior. Kohli and Jarowski (1990) sought to formulate the implementation of marketing concepts into more specific and operational constructs. They termed it as the market orientation. Therefore the market oriented organization can be interpreted as an organization whose actions are consistent with the application of marketing concepts.

Nassver and Slater (1990), stated that market orientation consists of customer orientation, competitor orientation, interfunctional coordination and long-term profit focus. This understanding is consistent with Kohli & Jarowski (1990), that the orientation of customers and competitors included all activities in the effort to obtain information about customers and competitors in the target market. Furthermore, this information was disseminated throughout the organization. Interfunctional coordination based on information obtained from competitors and customers reflects the coordinated efforts of the entire organization to present superior value to customers.

Inovasi Organisasi

One of the methods needed by *Roti Maros* business to maintain or achieve a competitive balance in many world markets is innovation. Organizational innovation is the company's ability to create new things related to the activities carried out by an organization to achieve its goals.

Through innovation, *Roti Maros* business owners try to create new ideas and put them into practice. That means that creative ideas are used in practice every day even if they are not optimal, ideally those practices contribute to improving customer service or organizational productivity. Innovative organizations have structures that support innovation and emphasize creativity through the integration of cross-functional work teams. They also use decentralization and empowerment to overcome existing limitations.

According to Narayanan (2001: 68), if a company produces goods or services or uses a new system or procedure, then that is innovation. In this case, invention is part of innovation. Innovation is defined as follows:

Innovation refers both to the output and the process of arriving at a technologically feasible solution to a problem triggered by a technological opportunity or customer need.

According to Jin K. Han (1998), organizational innovation is the company's ability to create new things related to the activities carried out by an organization to achieve its goals. The same opinion was mentioned by Machfoedz (2004: 21), innovation is a process to turn opportunities into ideas that can be marketed. Innovation is more than just a good idea. A pure idea plays an important role, and the creative mind develops it into a valuable idea. However there is a difference between an idea that arises solely from speculation and an idea that is the result of enhanced thought, research, experience and work. Thus innovation is a combination of vision to create a good idea and determination and dedication to maintain the concept through implementation.

Business Performance

The measurement of *Roti Maros* business performance is carried out to determine the results achieved within a certain period of time, thereupon the performance criteria used must be able to be used as a guideline for *Roti Maros* businesses in making operational decisions so that the strategic objectives become flexible, easy to implement, timely, and can understood by all levels of management.

Prieto and Revilla (2006) in their research used measurement of financial and non-financial performance, where financial performance is shown by return on sales, profitability, sales growth, improvement in work productivity, and improvement in production costs, while non-financial performance is measured by customer satisfaction, customer growth, employee satisfaction, product quality, and services and the company's reputation. Meanwhile Li (2000) stated that performance can be measured through financial performance

consisting of ROI, ROE, ROS, and ROA as well as market performance consisting of sales growth and consumer growth rates, furthermore according to Robinson (1998) there are several ways to measure company performance, the first is growth in sales, which shows an increase in customers who can receive company products. Then there is Return on Equity (ROE), which indicates the effectiveness of management in generating returns on assets invested by shareholders.

The definition of performance refers to the level of achievement or the company achievements within a certain period of time with the company's goals consisting of: survive; to earn profits (benefits); and can grow (growth), which may be obtained if the company has good performances (Suci, 2008). In addition, the company's performance can be seen from the level of sales, the level of profits, return on capital, the level of turnover and the market share that can be achieved by the company.

III. Research Method

Types of research

This research was survey research which aimed to reveal the facts of a phenomenon by using a questionnaire as a primary data collection tool that is conducted, evaluated and draws conclusions related to the activities of *Roti Maros* businesses in Maros Regency.

The design of this study was descriptive research that aimed to describe the characteristics of the proposed variables relating to phenomena that occur factually based on the perception of *Roti Maros* business owners with research focus are: government policy (X1), market orientation (X2), organizational innovation (Y), and business performance (Z) in the *Roti Maros* business in Maros Regency. Furthermore, to answer the research hypothesis, an explanatory research approach was used to test the relationship between variables (Singarimbun, 1995: 2).

This research was conducted in Maros Regency with a unit of analysis of companies engaged in the food industry that is the *Roti Maros* business, because the number of units of analysis is relatively small, this study used population research or took the entire population as research objects. The locus of this research was chosen with the following considerations: a) The *Roti Maros* Business provides financial and non-financial benefits, that is the name of this product being access to publications that can raise the popularity and local wisdom of Maros Regency; b) The presence of the *Roti Maros* business with products that have their own tastes oriented to entrepreneurship is very important in increasing competitiveness in the food industry sector; c) *Roti Maros* business development is related to government policies, market orientation, organizational innovation in improving business performance.

Data collection technique

Complete data collection in this study was conducted by survey. The data needed is primary data and secondary data, both types of data collected through the following techniques:

- 1) Observation, which was conducting direct observation of the object under study to obtain more accurate information by seeing firsthand the real situation and condition;
- 2) Questionnaire (questionnaire), which was collecting data through a list of questions in writing using a closed questionnaire type of a set of questions with alternative answers that had been provided based on a Likert scale (Likert's summated rating) on a scale of 1-5;
- 3) Interview, namely research conducted direct interviews with respondents by asking a number of questions to complete and at the same time as a cross check of the questionnaire data.

Analysis Method

The method used to analyze the data was The Structure Equation Modeling (SEM). PLS (Partial Least Squares) is used as a package in the SEM program to facilitate the analysis process.

IV. Result

Characteristics of Respondents

Characteristics of Respondents		Total
Respondent Status	Owner	28
	Employee	41
	Owner and employee	169
Company Age	0 – 10 years	108
	10 – 15 years	39
	15 – 20 years	43
	>20 years	48
Educational background	Elementary school	11
	Middle School	14

	High school	185
	Bachelor Degree	28
Reasons to Run a Business	Market Potential	68
	Parent Inheritance Business	141
	Insistence of Needs	29
Access Product Marketing	Local (Maros Regency)	68
	Outside Maros Regency (South Sulawesi Area)	141
	Provincial level	29

source: Questionnaire (data processed), 2019

The Research Hypothesis Model Testing

Bootstrapping

15 **Path Loadings (Mean, STDEV, T-Value)**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STERR)	Description
X.1.1.1 <- Government policy	0.766	0.766	0.036	21.332	Valid
X.1.1.2 <- Government policy	0.800	0.801	0.027	30.103	Valid
X.1.2.1 <- Government policy	0.689	0.684	0.053	12.907	Valid
X.1.2.2 <- Government policy	0.597	0.594	0.068	8.728	Valid
X.1.3.1 <- Government policy	0.691	0.693	0.046	15.086	Valid
X.1.3.2 <- Government policy	0.739	0.740	0.033	22.687	Valid
X.2.1.3 <- Market Orientation	0.748	0.748	0.028	26.685	Valid
X.2.1.4 <- Market Orientation	0.726	0.725	0.053	13.713	Valid
X.2.1.5 <- Market Orientation	0.765	0.763	0.034	22.259	Valid
X.2.2.1 <- Market Orientation	0.802	0.800	0.027	29.776	Valid
X.2.2.2 <- Market Orientation	0.864	0.864	0.020	43.865	Valid
X.2.2.3 <- Market Orientation	0.849	0.849	0.015	56.640	Valid
Y.1.1 <- Organizational Innovation	0.819	0.818	0.029	28.132	Valid
Y.1.4 <- Organizational Innovation	0.715	0.713	0.053	13.394	Valid
Y.2.1 <- Organizational Innovation	0.660	0.660	0.046	14.406	Valid
Y.2.2 <- Organizational Innovation	0.785	0.784	0.030	25.965	Valid
Y.2.3 <- Organizational Innovation	0.846	0.847	0.018	46.546	Valid
Y.2.4 <- Organizational Innovation	0.827	0.828	0.022	38.153	Valid
Z.1.1 <- Business Performance	0.788	0.787	0.030	26.227	Valid
Z.1.2 <- Business Performance	0.846	0.845	0.020	42.731	Valid
Z.2.1 <- Business Performance	0.783	0.780	0.032	24.700	Valid
Z.2.2 <- Business Performance	0.794	0.792	0.026	30.291	Valid
Z.3.1 <- Business Performance	0.819	0.818	0.024	34.829	Valid
Z.3.2 <- Business Performance	0.854	0.854	0.016	53.035	Valid

PLS Quality Criteria Overview

	AVE	Akar AVE	Composite Reliability	R Square	Description
Government policy	0.514	0.716	0.863		Realibility
Market Orientation	0.631	0.794	0.911		Realibility
Organizational Innovation	0.606	0.778	0.901	0.822	Realibility

Business Performance	0.663	0.814	0.922	0.966	Realibility
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Source: Hasil Pengolahan *Smart PLS* (2019)

14 **Path Coefficients (Mean, STDEV, T-Values)**

	Original Sample (O)	Sample Mean (M)	Standard Deviation(STDEV)	T Statistics (O/STDEV)	Description
Government policy -> Organizational Innovation	0.113	0.116	0.034	3.325	Significant
Government policy -> Business Performance	-0.041	-0.041	0.015	1.666	Not Significant
Market Orientation -> Organizational Innovation	0.856	0.854	0.023	37.753	Significant
Market Orientation -> Business Performance	0.879	0.875	0.041	21.606	Significant
Organizational Innovation -> Business Performance	0.131	0.136	0.045	2.943	Significant
Government policy -> Organizational Innovation -> Business Performance	0.015	0.016	0.007	2.160	Significant
Market Orientation -> Organizational Innovation -> Business Performance	0.112	0.116	0.039	2.898	Significant

Source: Hasil Pengolahan *Smart PLS* (2019)

The impact of government policy on organizational innovation

H1: Government policies had a direct and significant impact on organizational innovation

Testing the structural model of government policy on organizational innovation can be seen from the value of the parameter coefficient of 0.113 with a T-statistic value of 3,325 and a significance table of 5% = 1.96, meaning that the T-statistic was greater than the T-table, which indicated that the relationship between government policy variables and organizational innovation was significant

The impact of government policy on business performance

H2: Government policies did not have a direct and significant impact on Business Performance

Testing the structural model of government policy on business performance can be seen from the value of the parameter coefficient of -0.041 with a T-statistic value of 1.666 and a significance table of 5% = 1.96 meaning that the T-statistic was smaller than the T-Table, which indicated that the relationship between government policy variables and organizational innovation has a negative and insignificant relationship.

21 **The impact of market orientation on organizational innovation**

H3: Market orientation had a direct and significant impact on organizational innovation

Testing the structural model of market orientation towards organizational innovation can be seen from the value of the parameter coefficient of 0.856 with a value of T-Statistics of 37.753 and a significance table of 5% = 1.96 meaning that the T-statistic was greater than the T-Table, which indicated that the relationship between market orientation variables and organizational innovation was significant.

6 **The Effect of market orientation on business performance**

H4: Market orientation had a direct and significant effect on business performance

Testing of structural model of market orientation towards business performance can be seen from the value of the parameter coefficient of 0.879 with a value of T-Statistics of 21.606 and a significance table of 5% = 1.96 meaning that the T-statistic was greater than the T-Table, it showed the relationship between market orientation variables and business performance is significant.

The effect of organizational innovation on business performance

H5: Organizational innovation had a direct and significant effect on business performance

Testing the structural model of organizational innovation on business performance can be seen from the value of the parameter coefficient of 0.131 with a value of T-Statistics of 2.943 and T-Table of 5% significance 1.96 means that the T-statistic was greater than the T-Table, it showed that the relationship between organizational innovation variables and significant business performance.

The effect of government policy on business performance through organizational innovation

H6: Government policies significantly affected business performance through organizational innovation

Testing of the structural model of government policy on business performance through organizational innovation can be seen from the value of the parameter coefficient for the organization of 0.015 (0.113 x 0.131) at a significance level of 0.05 and T arithmetic 2.160 (T arithmetic > T table 1.96), meaning that government policies significantly affected business performance through organizational innovation.

The Effect of Market Orientation on Business Performance through Organizational Innovation

H7: Market orientation significantly affected business performance through organizational innovation

Testing the structural model of market orientation on business performance through organizational innovation can be seen from the value of the parameter coefficient of 0.112 (0.856 X 0.131) at a significance level of 0.05 and T arithmetic 2.898 (T arithmetic > T table 1.96), meaning that market orientation was influential and significant on business performance through organizational innovation.

V. Conclusions

1. Government policies had direct and significant impact on organizational innovation. This means that these government policies: education and training, increasing access to SME funds, and institutional empowerment have proven to have a positive impact on increasing organizational innovation in the business of Maros.

2. Government policies did not have a direct and significant impact on business performance. This means that the *Roti Maros* business as household industry utilized raw materials from the surrounding area, so that the industry had no difficulty in getting appropriate raw materials and this business also has no difficulty in finding workers because this business tends to employ family as their employees. Regarding the capital problems, the business owner of *Roti Maros* mostly uses their own capital, which is usually obtained from his parents as an inheritance and partly from a private business instead of additional capital loans from banks.

3. Market orientation had a direct and significant impact on organizational innovation. This means that the *Roti Maros* business already has an opportunity to dominate the market, because the selling price of the product is very affordable, the raw materials are always available, the rich taste is delicious where this taste is the superior taste of *Roti Maros*. By paying attention to market orientation, the *Roti Maros* business tries to improve its marketing strategy, one way is to innovate well.

4. Market orientation had a direct and significant effect on business performance. This means that this business has an effort to improve market orientation in order to increase business performance.

5. Organizational innovation had a direct and significant effect on business performance. This means that *Roti Maros* businesses realize that innovation is the most important way for companies to create new value for customers and become a competitive advantage and innovation will have an impact on business success.

6. Government policies significantly affected business performance through organizational innovation. Through the government policy, business owners of *Roti Maros* are starting to be able to innovate slowly. The *Roti Maros* Business needs to continue to learn from competitors or other businesses that have developed. The *Roti Maros* business up to now lacks a formal innovation process because the *Roti Maros* business is usually trapped by the characteristics of the past, whereas every business entity is required to develop a business performance in accordance with the latest changes.

7. Market orientation significantly affected business performance through organizational innovation. This means that market orientation is very important for *Roti Maros* businesses, they are required to always realize and comprehend what is happening in the market and the desires of consumers along with various changes in the business environment so that they are able to compete with other bread businesses.

Recommendations

1) Maximizing capital assistance from the government

Aside from private capital, *Roti Maros* businesses can also get additional government capital by way of Kredit Bisnis Rakyat (KUR). The government is also responsible for the sustainability of micro small and medium enterprises.

2) Implementation of a business management system, especially in terms of financial and administrative records

Business management is an important element in running and maintaining business continuity. Some business owners of *Roti Maros* have not done a good business management system, especially regarding the existing financial or administrative recording system and it is a major weakness that must be addressed immediately. By

making good records it will be known whether the costs incurred by business owners are efficient or not, and they can also know all the inefficient cost items so that the operating margins of *Roti Maros* can be increased.

3) Create innovation and product variations

The number of competitors that have sprung up encourages the need for innovation and product variations. These are necessary to maximize sales and attract the attention of customers. These innovations include variations in the taste of *Roti Maros* and adding a variety of products offered in the market.

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Saripuddin, Siti Haerani, et. al. "The Impact of Government Policy, Market Orientation, and Organizational Innovation on Roti Maros (Maros Bread) Business Performance in Maros Regency." *IOSR Journal of Business and Management (IOSR-JBM)*, 22(7), 2020, pp. 43-50.

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