

# Contribution of Entrepreneurship Orientation to the Performance of SME Tourist Destinations in Bali Indonesia

Ida Bagus Gede Udiyana<sup>a</sup>, Ida Ayu Nyoman Saskara<sup>b</sup>, I Gusti Ayu Wimba<sup>c</sup>, I Gusti Bagus Wiksuana<sup>d</sup>, Yoris Adi Maretta<sup>e</sup>, Wayan Arya Paramarta<sup>f</sup>, Ni Putu Wiwin Setyari<sup>g</sup>, <sup>a,f</sup>STIMI Handayani Denpasar, Bali, Indonesia, <sup>b,d,g</sup>Universitas Udayana Denpasar, Bali, Indonesia, <sup>c</sup>Universitas Hindu Indonesia, Bali, <sup>e</sup>Universitas Negeri Semarang, Indonesia, Email: <sup>a</sup>[gde\\_udyana@yahoo.co.id](mailto:gde_udyana@yahoo.co.id), <sup>b</sup>[saskara@unud.ac.id](mailto:saskara@unud.ac.id), <sup>c</sup>[igawimba197@gmail.com](mailto:igawimba197@gmail.com), <sup>d</sup>[igb.wiksuana@yahoo.com](mailto:igb.wiksuana@yahoo.com), <sup>e</sup>[yoris@mail.unnes.ac.id](mailto:yoris@mail.unnes.ac.id), <sup>f</sup>[aryaajus@gmail.com](mailto:aryaajus@gmail.com), <sup>g</sup>[wiwin.setyari@unud.ac.id](mailto:wiwin.setyari@unud.ac.id)

This study aims to find out the role of the dynamic business environment and the support of the local government in bridging the influence of entrepreneurial orientation on the performance of SME entrepreneurs, especially wood-based entrepreneurs in tourist destinations (DTW). The sample in this study was a respondent group of 200. Determination of the sample was carried out through un-stratified random proportional sampling for each group of companies. The research objectives were analyzed using Smart PLS-30. The results show that the business environment perfectly mediates the effect of entrepreneurial orientation on business performance at an alpha level of 5%. While the support of the local government has a positive and significant mediating effect of entrepreneurial orientation on business performance at an error rate of 10%, direct entrepreneurial orientation has no significant effect on business performance.

**Key words:** *Entrepreneurship Orientation, Business Environment, Government Support, Business Performance.*

## Introduction

The development of the tourism sector as well as the locomotive of Bali's economic growth has also had a negative impact as excess tourism development in Bali including: (1) the capitalization of Bali tourism where the tourism sector and its supporters tend to be dominated by large capital owners/conglomerates and the low role of local communities. managing business in the tourism sector and other supporting businesses; (2) income inequality and tourism growth between southern Bali and northern, western and eastern Bali and the carrying capacity of southern Bali for heavy loads in providing tourism accommodation and environmental carrying capacity aspects (Udiyana.et.al 2016), (3) changes in the characteristics of tourist trips from mass tourism to alternative tourism, tourists have a concern for environmental conservation, sustainable tourism, populist-based tourism and local wisdom. (Udiyana.et.al. 2018).

SME development is an alternative implementation strategy to overcome the complexity of the problem. The strategic position of SMEs is influenced by several factors, namely the existence of SMEs oriented to empowering local communities to be able to play a role in owning and managing businesses related to tourism supporting activities supporting tourism destinations, and can develop the economic potential of rural communities (Udiyana et.al., 2018). Small and medium enterprises have a very important role in a country's economic growth (Sharma et al., 2014). The position, potential and role of small and medium enterprises are very strategic in the effort to realize Indonesia's national development in general and the objectives of economic development in particular (Suyati and Lestari, 2013). The role of SMEs is in addition to providing employment and business, as well as increasing state revenues (Zimmerer T.W, 2005). In addition, small and medium enterprises are more able to survive in conditions of economic crisis, because they have characteristics and utilize local resources in their business activities. (Widyani et al. 2016).

The empirical study of Azzam Manan, et al. (2012), found that the problem of small and medium enterprises in Wood Crafts, in tourist destinations in Bali Province, still revolves around problems: marketing, design, production, and capital. This marketing problem is overcome by the government, among others by quarrelling 'Inacraft' every year, but this is constrained because not all artisans can take part in this exhibition. The opportunity to take part in this exhibition seemed to be non-transparent. In terms of design, actually the factor that is very beneficial to artisans is the basic natural ability of artisans full of imagination and creativity is very high but is constrained in the implementation of training is not optimal because of the limited number of trainers, time and number of trainees are very large. In terms of production, an obstacle is the availability of raw materials, especially craftsmen to bring in raw materials from outside Bali. The problem of capital is the high-interest rate on loans, burdensome for small and medium businesses. To overcome this problem, an entrepreneurial

orientation of small and medium enterprises is needed, as a more adequate capability resource to overcome this problem, so that the performance of small-scale business entrepreneurs who produce wooden handicrafts in tourist destinations can be improved.

The main problems of this study are: 1) the influence of entrepreneurial orientation on the business environment. 2) the business environment influence on business performance; 3) the influence of entrepreneurial orientation on business performance; 4) the entrepreneurial orientation influence on the support of the local government. 5) the influence of government support on business performance; 6) the influence of entrepreneurial orientation as mediated by the business environment on business performance; and 7) the influence of entrepreneurial orientation is mediated by government support for business performance. This research was applied to small and medium-sized business entrepreneurs from wood handicrafts scattered in tourist destinations in Bali Province. The purpose of this study is to get answers to research problems, especially about causality relationships conceptualized in this research. This information can be recommended as a theoretical basis for the next researcher, and as the theoretical goal of this research, practicing this research also provides information about how the condition of small and medium entrepreneurs in tourist destinations is related to the concepts analyzed. For the government, this will be very useful as a basis for policy making, so that the implementation of various empowerment programs will be carried out to target and capable of providing solutions to root problems.

The concept of entrepreneurship must be understood by everyone who does business because the existence of an entrepreneur will be largely determined by the proportional insight of entrepreneurship. As a justification for Venkataraman's (1997) statement that "entrepreneurship involves activities ranging from the discovery, evaluation and exploitation of opportunities to introducing new products, both goods and services by organizing, marketing and through various previous management methods, so that the existence of a product or service previously nothing becomes available to be brought to market. "Some literature explains that entrepreneurship is a resource of capability in utilizing company resources; which is recognized as the ability to utilize: personal characteristics, environmental perspectives, social networks, social capital, financial capital, strategies to deal with business dynamics and the use of appropriate knowledge infrastructure for the continuity of the business they lead. (Judge Adnan. 2007; Saiman. 2009).

Whether conducive or not the business environment will greatly determine the life or death of small and medium enterprises. Therefore, small and medium business entrepreneurs must be able to analyze the industrial environment in which the company is located. That is, analysis of the industrial environment is far more important than general environmental analysis. This is because the strength of the general environment in influencing the performance of small and medium enterprises is very relative. In other words, if there is a change in the general

environment, not only economic factors change, but also social, political, legal and technological structures and all companies in one industry will be affected.

Dess & Beard (1984) determined the dimensions of the business environment are divided into three domains: 1) soft environment (environmental significance), namely the level of availability of resources for company growth, the soft environment is measured by three conceptual scales: production costs, labour availability and level existing competition. 2) environmental dynamism that is the condition of environmental changes cannot be predicted. These environmental characteristics are very fast changing, irregular and inaccurate, such as in terms of information, demand, technology, and competition. The size of environmental dynamics is measured by the level of the product or service in the process, changes in consumer tastes and preferences. Environmental complexity (environmental complexity) is the diversity of the business environment in corporate activities. This is the basis for the uncertainty and turbulence of the business environment, which is closely related to changes in consumer tastes, increased competition, technology, and socio-economic issues. The industrial characteristics, in this case, are the characteristics of small and medium enterprises in tourist destinations.

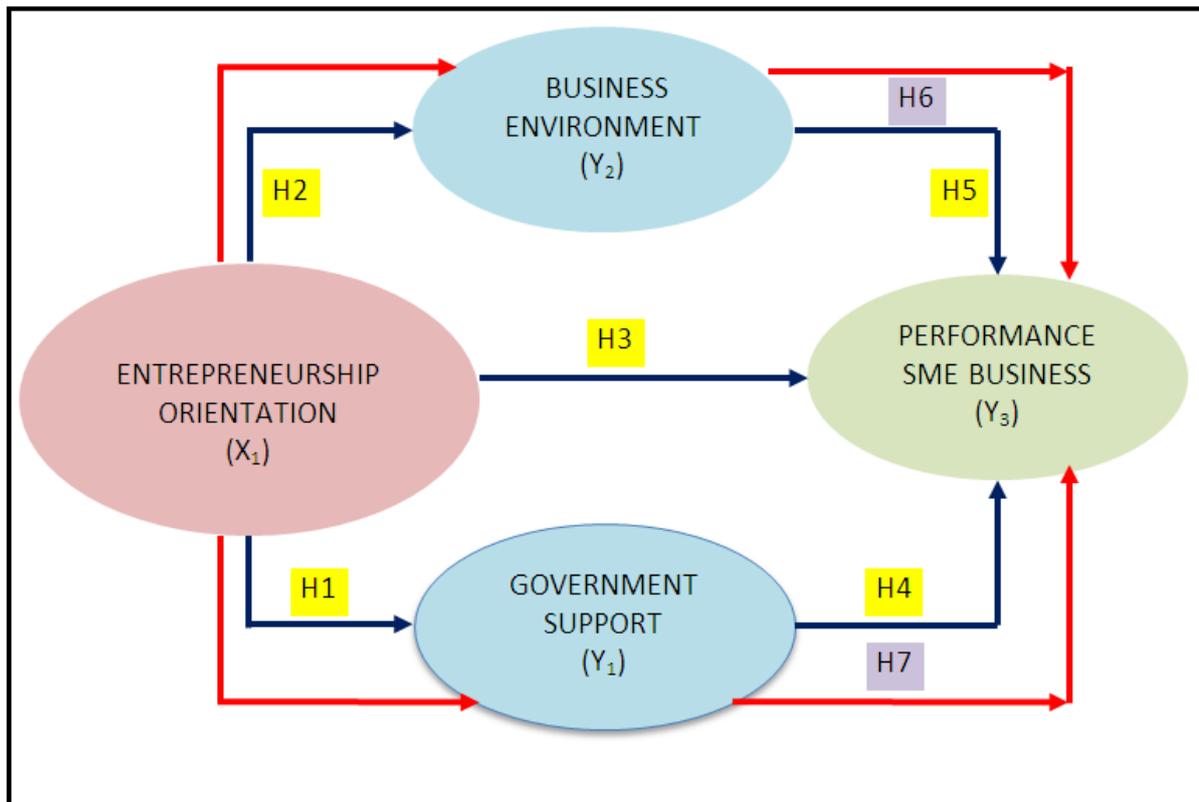
The government has a very strategic role in achieving the development and growth of woodcraft SMEs in tourist areas. In this case, the government acts as a motivator, facilitator, and regulator. As a motivator, the government has a role in providing various facilities to small and medium enterprises so that they can run their businesses, including government training: providing assistance, conducting technical guidance, establishing partnerships, providing funding assistance in the form of soft loans and institutional guarantees growth and development of small and medium enterprises. As a facilitator, the government has a role to provide various facilities to provide facilities to small and medium enterprises such as; place management, integrated business licensing, making handicraft exhibition facilities, making booths where small and medium business entrepreneurs with cheap rent, facilitate handicraft trade shows (such as Inacraf) and others. Whereas as a regulator, in this case, the government acts as policymakers who favour small and medium enterprises, making regulations that protect the sustainability of small and medium enterprises and protect small and medium enterprises from trade practices that harm small and medium enterprises.

Business performance is the mecca point where all company activities are directed, the ultimate goal is to realize the achievement of company goals. Therefore an assessment of the company's business performance must be carried out because the results of this assessment can be used as a basis for information to improve the company's performance in the future. Carton & Hofer (2006) states that "Company performance is a multi-dimensional construct whose main elements include dimensions; profitability, market-based operations, growth, efficiency, liquidity, size, survival, etc., where each of these dimensions still contains a number of indicators. "The company's business performance is not easy to realize, because in its

implementation many factors are of influence. The quality of entrepreneurial orientation, government support and the dynamics of the business environment in which the company is located also determines its business performance. Therefore, these three factors contribute to improving business performance.

In this research, the theories used are industrial competition theory (Porter 1985) and business strategy theory (David 2011) and the theory of community-based tourism development (Pitana 1999, 76 and Natori 2001, 6). Achieving competitive advantage from small and medium enterprises can be done through the implementation of appropriate and comprehensive business strategies to be able to achieve increased business performance through owned competitive advantages such as excellence in quality, product, excellence in prices, excellence in service and excellence in brands (Udiyana et al. 2018). By using the theory of industrial competition and the theory of business strategies for small and medium enterprises and the theory of the development of small-scale entrepreneurs in the community-based tourism sector so that local communities can own and manage businesses, provide employment opportunities, environmental sustainability, and cultural heritage.

The conceptual framework of this research is the research of causal relationships between latent variables to be proven is that the Entrepreneurship Orientation affects the Business Environment. Entrepreneurship Orientation influences the quality of Government Support. Likewise in this study, it was conceptualized that Entrepreneurship Orientation had an effect on Business performance. Business Environment influences Business Performance. Likewise, Government Support influences the performance of small and medium enterprises. Business Environment mediates the influence of the Entrepreneurial Orientation on the performance of small and medium enterprises. Likewise, Government Support, explains the influence of the Entrepreneurship Orientation on the Performance of small and medium enterprises. The relationship between latent variables in this study is visualized in Figure 1 below.



Source: Adapted from Lumpkin & Dess, 1996.

## Methods

Regional tourist attractions determined as research locations are Sanur representing the City of Denpasar, Kuta representing the Badung district, Ubud representing the Gianyar Regency and Tanah Lot representing Tabanan Regency. As the subject of the research are SMEs who do business activities in designated tourist areas. This research was conducted from October 19 to November 19, 2017. From all timber business operators in tourist destinations: Denpasar, Badung, Gianyar, and Tabanan (SARBAGITA) as populations. Determination of the sample was carried out by unstratified proportional random sampling, with the number of research samples determined by 200 small-scale entrepreneurs of woodcraft to represent designated tourist destinations, as presented in Table 1 below:

**Table 1.** Population and number of samples

Regency / City	Regional tourist destination	Total
Denpasar	Sanur	50
Badung	Kuta	50
Gianyar	Ubud	50
Tabanan	Tanah Lot	50

The variables in this study are: Entrepreneurial Orientation (X1) as exogenous variables consisting of indicators, independence (X1.1), innovative (X1.2), courage to take business risks (X1.3), creative nature (X1.4) and aggressive attitude (X1.5). The business environment (Y2) consists of indicators, availability of handicrafts (Y2.1), environmental dynamics (Y2.2), environmental diversity (Y2.3) and characteristics of small and medium enterprises (Y2.4). Government support (Y1) consists of indicators, training (Y1.1), mentoring (Y1.2), technical guidance (Y1.3), partnership (Y1.4), provision of funds (Y1.5) and guarantees (Y1.6). Business Performance (Y3) as an endogenous variable consists of indicators of increase in sales volume (Y3.1), expansion of market share (Y3.2), increase in profits (Y3.3), overall appearance (Y3.4) and stakeholder satisfaction (Y3.5), with each indicator being reflective.

Entrepreneurship Orientation is an additional capability available to small and medium business entrepreneurs in the form of Independence, innovation, the courage to take business risks (risk taking), creative nature and aggressive attitude. The business environment is all available resources in the environment where small and medium business entrepreneurs in doing business, which in this case are measured by the availability of handicrafts, environmental dynamics, environmental diversity and the characteristics of the small-scale business of wooden crafts in tourist areas. Local government support is a form of government concern for the interests of small and medium enterprises, which in this case is measured by the quantity and quality of transportation: training, mentoring, technical guidance, partnerships, provision of funding / soft loans and guarantees. Business Performance is the end result that is a goal for entrepreneurs, where all company activities are directed, which in this case is measured by an increase in sales volume, expansion of market share, increase in profits, overall appearance and stakeholder satisfaction.

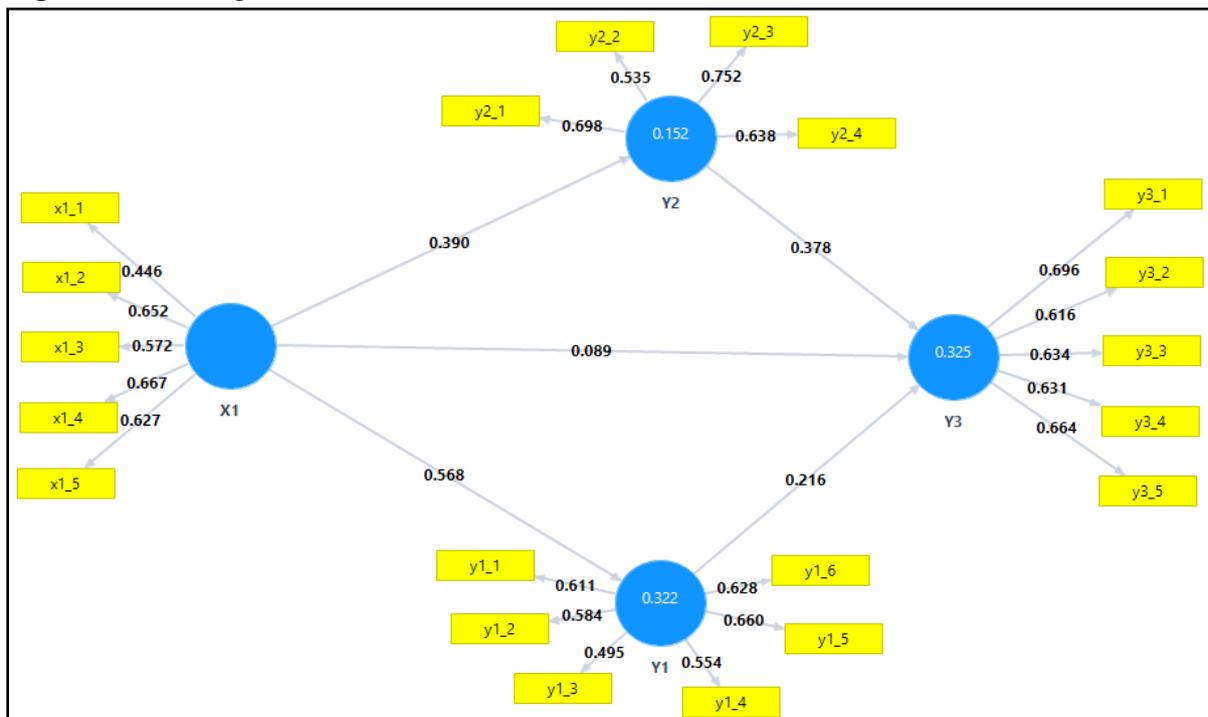
The data in this study were collected using a questionnaire that had been tested for validity and reliability as a research instrument. This means that data is collected in the form of ordinal data. Questionnaires were given to 200 small and medium business entrepreneurs of Wood Crafts to state how their opinions regarding the contribution of entrepreneurial orientation, the dynamics of the business environment and the support of the local government towards the performance of small-scale business enterprises in wooden crafts in tourist areas in Bali Province. Data were analyzed using Partial Least Square (PLS) software with Smart PLS. 3.0 application program, arguing that this study was intended to test and analyze causality relationships between exogenous variables and endogenous variables and between endogenous and endogenous variable variables. This means that this study contains multiple variables and multi-relationships between variables.

## Results and Discussion

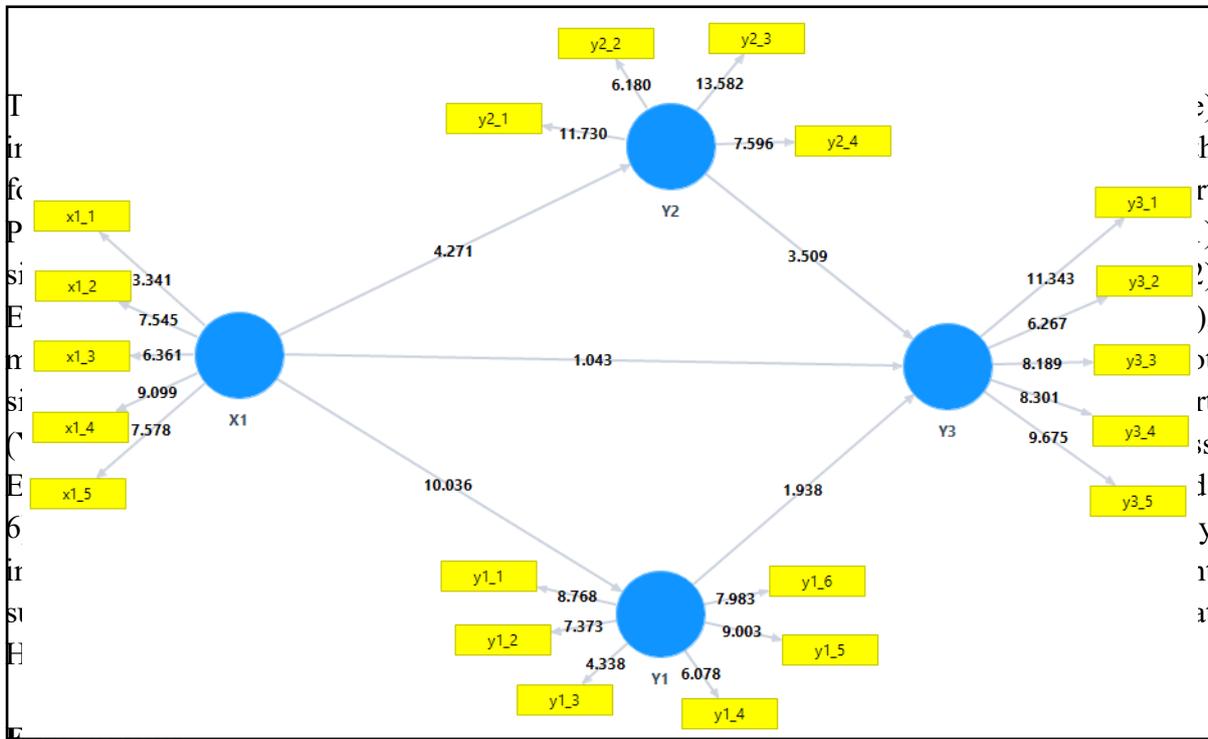
The existence of small and medium scale woodcraft businesses is spread relatively evenly in tourist destinations. In general, they populate handicrafts using local raw materials, namely from Eben wood and Jempinis. Production techniques still combine manual machine products and produce according to orders. Of the 187 respondents surveyed (valid), the age of respondents ranged from 25 to 49 years. Respondents in prime age were 30-44 years 122 people or around 65 percent. Aged under 30 years 25 people or around 13 percent, and 40 respondents aged over 44 years which is around 22 percent. In terms of sex-ratio, 102 respondents were women or around 55 percent; and 85 people are male or around 45 percent. Whereas in terms of educational background: 135 people or around 75 percent with high school education background; 2 people or about 1 percent have junior high school education; and the remaining 50 people, or about 24 percent, have an educational background in S1.

The results of the outer model computation show that all constant indicators with adequate outer loading and with significant t-statistics. Likewise, the criteria such as composite reliability, Cronbach's alpha, average extracted (ave), have been on the required role of thumb. The quality criteria of the model calculated by R-Square show that the model is accepted with index Q2: 0.612 These results are presented in Figure 2 below through the PLS-Algorithm menu and Figure 3 below through the bootstrapping menu.

**Figure 2.** PLS Algorithm



**Figure 3.** Bootstrapping



**Final results**

	Original Sample (O)	Sample Mean (M)	Standard Error (STERR)	T Statistics ( O/STERR )	P Values
X1 -> Y1	0.568	0.584	0.057	10.036	0.000
X1 -> Y2	0.390	0.411	0.091	4.271	0.000
X1 -> Y3	0.089	0.078	0.086	1.043	0.298
Y1 -> Y3	0.216	0.236	0.111	1.938	0.054
Y2 -> Y3	0.378	0.375	0.108	3.509	0.001

**Indirect Effects**

	Original Sample (O)	Sample Mean (M)	Standard Error (STERR)	T Statistics ( O/STERR )	P Values
X1 -> Y1					
X1 -> Y2					
X1 -> Y3	0.270	0.286	0.058	4.658	0.000
Y1 -> Y3					
Y2 -> Y3					

### Total Effects

	Original Sample (O)	Sample Mean (M)	Standard Error (STERR)	T Statistics ( O/STERR )	P Values
X1 -> Y1	0.568	0.584	0.057	10.036	0.000
X1 -> Y2	0.390	0.411	0.091	4.271	0.000
X1 -> Y3	0.359	0.364	0.087	4.117	0.000
Y1 -> Y3	0.216	0.236	0.111	1.938	0.054
Y2 -> Y3	0.378	0.375	0.108	3.509	0.001

The results of the analysis show that the Business Environment, which is supported by soft environment indicators, environmental dynamics, the diversity of the environment and the characteristics of small and medium enterprises is proven to be full (mediated) mediating the effect of Entrepreneurship Orientation on the Performance of Small and Medium Enterprises in the destination. This is justified by the results of the analysis which show: the influence of the Entrepreneurship Orientation on the Business Environment is significant (with 0.390 / t-s 4.271); the influence of the Business Environment on Business Performance is significant (with 0.378 / t-s 3.509) and it turns out that the Entrepreneurship Orientation on Business Performance is not significant (with 0.089 / t-s 1.043). This mediating effect is indicated by the 0.270 indirect effect coefficient (effect: medium) with t-statistics 4,658, and with p-value 0,000. While the mediating effect of Entrepreneurship Orientation through significant Government Support (with 0.568 / t-s 10,016); Government support for the business performance of small and medium enterprises in the region was also significant (with 0.216 / t-s 1.938), with p-value 0.054. So that it can be said that government support perfectly mediates the relationship between Entrepreneurship Orientation and Business Performance at an error rate of 10%.

Competency capability Entrepreneurship Orientation, which is mobilized by independence, innovation, courage to take risks, creativity and aggressive attitude from small and medium business entrepreneurs in tourist destinations, becomes very important and strategic to improve business performance. (Yunia. Et al. 2017: Miller 1983; Covin & Slevin, 1989; Rauch et al., 2009). Thus, a small and medium business entrepreneur is required to be able to manage soft environmental conditions (availability of production factors), environmental dynamics (changes in consumer preferences), environmental complexity, and characteristics of small and medium enterprises themselves to improve business performance, as indicated by increased sales volume the breadth of market share, maintaining the level of professionalism, increasing the representation of the overall business performance, and achieving satisfaction of stakeholders (government, customers and society) in areas where small and medium-sized entrepreneurs run their businesses.



Systematic and ongoing government support for small and medium enterprises in significant tourist destination areas at an error rate of 10%. This can be said to be the role of the government in improving the performance of small and medium enterprises, especially government support such as training, partnerships, mentoring, technical guidance, funding through soft loans and guarantees felt by small and medium entrepreneurs in tourist destinations. The approach, 'bottom-up' to be able to identify the things needed by small and medium business entrepreneurs for business development, is synergized with policies that are 'top-down'. Synergy is based on openness, between small and medium business entrepreneurs in tourist destinations with the government, is evidence for improving the performance of small and medium enterprises.

This study found that the factors influencing the performance of small and medium enterprises are the contribution variables of entrepreneurial orientation, the dynamics of the business environment and government support or the performance of small and medium enterprises are functions of entrepreneurial orientation, environmental dynamics, and government support.

## **Conclusions**

Entrepreneurship Orientation has a significant effect on the Business Environment. Business Environment has a significant effect on Business Performance. Entrepreneurship has no significant effect on business performance but Entrepreneurial orientation has a significant effect on government support. Government support has a significant effect on business performance. Mediated by the business environment, entrepreneurial orientation has a significant effect on business performance. In the case of this research, it was found that the business environment mediates perfectly the influence of entrepreneurial orientation on business performance. Government support, mediates perfectly the effect of the entrepreneurial organization on business performance because government support significantly affects business performance at an error rate of 10%.

## REFERENCES

- Arikunto, S. 2002. *Prosedur Penelitian Suatu Pendekatan Praktek*. Jakarta: Rineka Cipta.
- Azzam Manan, 2012, *Strategi Pengembangan Usaha Kecil Melalui Capacity Building di Daerah Tujuan Wisata (DTW)*, Jakarta, PKPP, Kementrian Riset dan Teknologi.
- Carton, Robert B & Hofer, Charles W., 2006, Measuring Organizational Performance Matrics for Entrepreneurship and Strategic management Reseach, *Published by Edward Elgar Publishing Limited*, Glensanda House, United Kindom.
- Casadesus-Masanell, R. and Ricart, J. E. 2010. Competitiveness: business model reconfiguration for innovation and internationalization, *Management Research: The Journal of the Iberoamerican Academy of Management*, 8(2): 123-149.
- Caskey, K. R. 2015. Competitive strategies for small manufacturers in high labor cost countries, *Competitiveness Review*, 25(1): 25 - 49.
- Chen, F.W., 2009. "Relationship Between Entepreneurial Leadership And Innovative Behavior : The Mediating Effect Of Entrepreneurial Self-Efficacy And The Moderating Effect Of Openness To Experience And Extraversion". *Information Tecnology Journal* 13 (6): 1035-1044. Issn: 1812-5638.
- Covin, J. G., & Slevin, D. P. (1989). Strategic management of small firms in hostile and benign environments. *Strategic management journal*, 10(1), 75-87.
- Dess Gregory G and Beard Donal W. 1984. Dimensions of Organization Task Environment. *Administrative Science Quarterly* Vol. 29, No. 1 (Mar., 1984), pp. 52-73. Comell University.
- David, F. R. 2001. *Strategic Management Consept and Cases*. 13thed. Pearson Prentice Hall.
- Edelman, L.F., Brush, C. G. and Manolova, T. 2002. The Mediating Role of Strategy on Small Firm Performance. *Journal of Business Venturing*, pp. 1-50.
- Effendi, S., Hadiwidjojo D., Solimun. Noermujati., 2013. "The Effect of Entrepreneurial Orientation On The Small Business Performance With Governance Role As The Moderator Yariabel And Managerial Competence As The Mediating Variabel On The Small Business Of Apparel Industry In Cipulir Market, South Jakarta". *Journal Of Business And Management*. Vol.8, Issue 1, pp. 49-55.



- Hakim, Adnan, 2007, Karakteristik Kewirausahaan, lingkungan Bisnis, dan Kapabilitas Organisasi : Pengaruhnya Terhadap Strategi Bisnis dan Kinerja Usaha, Disertasi, Tidak Dipublikasikan, PPS UD, Malang
- Inskee, P. E. 1991. *Tourism Planning and Integrated and Sustainable Development Approach*. New York: Van Nostrand Reinhold.
- Jimenez, Daniel Jimenez and Raquel Sanz-Valle., 2011. " Innovation, Organizational Learning and Performance". *Journal of Business Research*, 408-417.
- Krishnan, Rishikesha T., 2012, Innovation strategies of Indian market leaders, *Journal of Indian Business Research*, 4(2): 92-96.
- Li, Yong-Hui, Jing-Wen Huang and Mey-Tien Tsai., 2008. "Entrepreneurial Orientation and Firm Performance : The Role of Knowledge Creation Process". *Industrial Marketing Management*.
- Lumpkin, G, T, & Dess G.G. 1996, Clarifying the Entrepreneurial Orientation Construct and Linking it to Performance, *Academy of Management Review*, Vol. 21. No.1. pp. 135-172
- Lyon, D. W.,Lumpkin, G. T. & Dess, G. G., 1996, Enhancing Entrepreneurial Orientation Research: Operationalizing and Measuring a Key Strategic Decision Making Process, *Journal Of Management*, 26 (5), pp.1055-85
- Miller, D. (1983). The correlates of entrepreneurship in three types of firms. *Management Science*, 29(7), 770–791.
- Mole K. and Worrall Les, 2001. Innovation, business performance, regional competitiveness in The West Midlands: evidence from the West Midlands Business Survey, *European Business Review*, 13(6): 353-364.
- Natori, M. 2001. *A Guide Book of Tourism-Based Community Development*. Yokohama: Asia Pacific Tourism Exchange Center.
- Picard, M. 1996. *Bali Cultural Tourism and Touristic Culture*. Singapura: Archipelago Press.
- Pitana, I G. 1999. *Pelangi Pariwisata Bali*. Denpasar: PT Bali Post.
- Porter, M. 1985. *Competitive Advantage: Creating and Sustaining Superior Performance*, Free Press, New York, NY.



- Rajaratnam, S.D., and Nair, V. 2015. Destination Quality and Tourist Behavioural Intentions: Rural Tourist Destinations in Malaysia. *Journal Emerald Worldwide Hospitality and Tourism Themes*, 7(5): 463-472.
- Rauch A., Wiklund, J., Lumpkin, G.T., & Frese, M. (2009). Entrepreneurial orientation and business performance : An assessment of past research and suggestions for the future. *Entrepreneurship Theory and Practice*, (5), 761- 786.
- Saiman, Leonardo. 2009. *Kewirausahaan, Teori, Praktik dan Kasus-Kasus*. Jakarta: Salemba Empat.
- Setyanti, S., Wahyu, L., H., Troena, E.,A., and Nimran U., 2013, "Innovation Role In Mediating The Effect Of Entrepreneurial Orientation, Management Capabilities And Knowledge Sharing Toward Business Performance: Study At Batik Smes In East Java". *Iosr Journal Oj Business And Management (Iosr-Jbm)*. E-Issn: 2278-487x. Volume 8, Issue 4 (Mar. - Apr. 2013), Pp 16-27.
- Seri Astini Ni Nyoman dan Udiyana Ida Bagus Gede, 2009. Membangun customer value pada industri pariwisata Bali. *Jurnal Forum Manajemen*, 7(1): 41-52.
- Sharma, M., Panthey,R., Kumar,R., Kour G., 2014. "Role of SMES In India Economy And TQM". *International Journal Of Business Management*. Vol. (1),pp. 119-128.
- Suyati dan Lestari., 2013. "Peningkatan Kinerja melalui Orientasi Kewirausahaan, kemampuan Manajemen dan Strategi Bisnis (Studi pada Industri Kecil dan Menengah Bordir di Jawa Timur)". *Jurnal Manajemen dan Bisnis*. Universitas Petra. Surabaya. Hal 46-58.
- Tambunan Tulus Tahi Hamonangan. 2011. Development of small and medium enterprises in a developing country The Indonesian case, *Journal of Enterprising Communities: People and Places in the Global Economy*, 5(1): 68-82.
- Udiyana, Ida Bagus Gede. Paramita Surabaya. *Perilaku Organizational Citizenship. Stratregi Membangun Daya Saing SDM Perhotelan*. Penerbit PARAMITA, Surabaya.
- Udiyana IBG, Astini NNS, Pradnyana IGG. 2016. Business Development Strategy of Marine Fish Satay-Lilit Culinary Business Development Strategy Of Marine Fish Satay-Lilit Culinary. *International Journal Economic Reserch (IJER)*, 13(2): 671-681.
- Udiyana, I.B.G, Suastama IBR, Astini NNS, Mahanavami GA, Karwini NK, Maretta YA. 2018. Innovation Strategy the Development of Competitiveness of Eco-Based Coastal Tourism Destination, Management Organization and Quality of Services. *Journal of Environmental Management and Tourism*, (Volume IX, Summer), 4(28): 851 - 860. DOI: 10.14505/jemt.v9.4(28). 19



- Venkataraman sankaran 2010. The Entrepreneur-Environment Nexus: Uncertainty, Innovation, and Allocation, *Journal of Business Venturing*. University of Virginia. Elsevier inc.
- Weerawardena, J. and Coote L. 2001. An Empirical Investigation into Entrepreneurship and Organizational Innovation-based Competitive Strategy, *Journal of Research in Marketing Entrepreneurship*, 3(1): 51-70.
- Widyani AAD, Sugianingrat IAW, Sarmawa IWG. 2016. Peran *Entrepreneurial Orientation* Dalam Memediasi *Self-Leadership* Dan *Innovation Behavior* Pada Karyawan Tenun Endek Di Klungkung Bali. *Prosiding Seminar Nasional Hasil Penelitian*. ISBN 978-602-204-419-2 STIMI Handayani Denpasar, Bali. pp. 1-14.
- Wiklund, J., and Shepherd, D., 2005. "Entrepreneurial orientation and small business performance: A configurational approach". *Journal of Business Venturing*. 20: 71-91.
- Yasa Kerti, N.N., Jawas Abdullah, Sukaatmadja P.G., Sribudhi Kembar, and Marhaeni A.A.N. 2013, SME performance improvement and its effect on the poverty reduction in Bali, *International Jurnal of Business Management Invention*, 2(4): 01-12.
- Yasa Kerti, N.N., Sukaatmadja, I P.G., Giantari, IG A., and Rahyuda, H. 2014. Effect of Industry Competition and Entrepreneurial Company to Implementation of Differentiation Strategy, SME Performance, and Poverty Alleviation, *Asian Pasific Management and Business Application*, 3(1): 14 - 27.
- Yunia Wardi, Perengki Susanto dan Nor Liza Abdullah. 2017 Orientasi Kewirausahaan pada Kinerja Usaha Kecil dan Menengah (UKM) Sumatera Barat: Analisis Peran Moderasi dari Intensitas Persaingan, Turbulensi Pasar dan Teknologi. *Jurnal Manajemen Teknologi*. Vol 16 N0 1. 46-61.
- Zimmerer.T.W., 2005. "*Essential of Entrepreneurial and Small Business Management. 4th Edition. Pearson Education*".inc.Upper Saddle River, New Jersey.