



## The Influence of Entrepreneur Insight, Market Orientation, Knowledge-Sharing Capabilities, on the Performance and Competitiveness of SMEs in Makassar Indonesia

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### **Abstract**

The purpose of this study is to determine the importance of entrepreneurship, market orientation, knowledge sharing capabilities that are combined with the application of innovation and business strategies to measure the performance of food & beverages SMEs using conventional methods and digital marketing in Makassar that will lead to an increase in the competitiveness of the UKM itself through the perspective of consumer culture theory, applicative resource based view theory and technology acceptance models. The research method uses quantitative approach. Data analysis method used is Partial Least Square (PLS). Data analysis test tool uses Smartpls 3.0 software. The results showed directly stated that all variables have a significant and positive influence, as well as indirectly. directly states all variables have a significant and positive effect.

**Keywords:** *Entrepreneurship Insight; Market Orientation; Knowledge-Sharing Capability; SMEs*

### **Introduction**

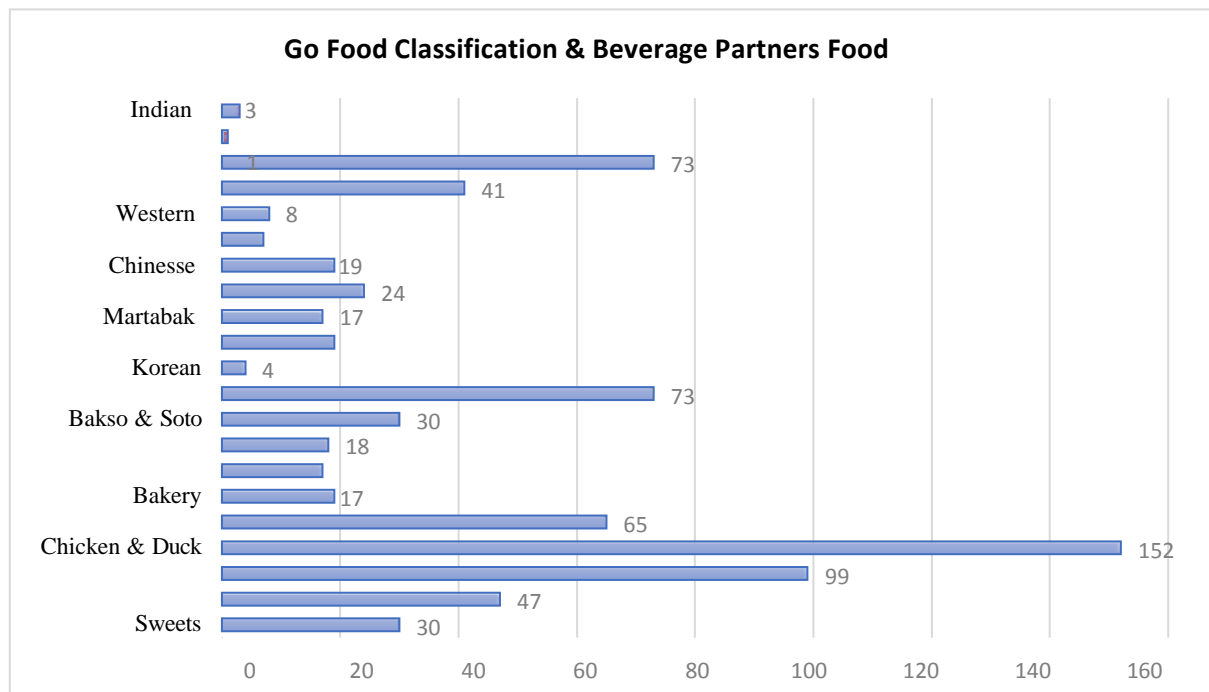
The development of SMEs in Indonesia has made a significant contribution to the national economy. In 2015 the number of SMEs was estimated at 60.7 million units and the majority were micro-scale businesses (98.73%). The growth of SMEs in the 2011-2015 period reached 2.4% with the largest growth being in medium businesses, namely 8.7% (Bappenas, 2016). In the same period, the capacity of SMEs to absorb labor continued to increase at an average of 5.9%. In 2015 the number of SME workforce reached more than 132.2 million people (Bappenas, 2016).

The contribution of SMEs in the economy also contributed to a fairly large GRDP, in the 2009-2013 period the contribution of SMEs reached 57.6% with an average growth of 6.7%. By sector, the largest SME GDP contribution is in the trade, agriculture and manufacturing industries. In 2018 GDP

achieved through GDP contribution reached 60.34% (Purwantini & Anisa, 2018). SMEs in Indonesia have an important role to support the economy. The main driver of the economy in Indonesia so far is basically the SME sector. In this regard, there are at least some of the main functions of SMEs in moving the Indonesian economy, namely (1) the SME sector as a provider of employment for millions of people who are not accommodated in the formal sector, (2) the SME sector has contributed to the formation of Gross Domestic Products ( GDP), and (3) The SME sector as a source of foreign exchange earners through the export of various types of products produced by this sector. (Purwantini & Anisa, 2018).

Technological advancements bring so many sector changes that have an impact on the development of quality of life and also the standard of living of the people. In the era of the industrial revolution 4.0 technological advances are changing people's habits from conventional to digital base. Digital technology has changed the landscape of the world economy. This is included in the concept of Switching Behavior. This switching behavior is suspected by dissatisfaction in terms of service to the reasons for improving services to be better (Calvo-Porrall & Lévy-Mangin, 2015). Makassar as the eighth largest city in Indonesia also entered as a rank of cities in Indonesia which experienced the same thing in the food and beverage industry and even dominated the large and medium industries (makassar.antaranews.com, 2010). In addition to being a lifestyle trend, the Digital Economy, especially with the online transaction, has an impact on the Progress in the culinary sector, of course, making the Indonesian economy better from year to year, especially to overcome the problem of employment. Like, an online transportation application made by Indonesians "Gojek" which is no different from the online transportation application of its predecessors worldwide such as Uber and Grab. Gojek has created a lot of business transportation for SMEs in a number of cities in Indonesia, Gojek with its sub-service called "Gofood" makes the culinary industry feel helped as a delivery order application (petramarkcare.com, 2015). Graph 1 explains the data of Go Food partners operating in Makassar City based on 4.5-5 scale rating criteria and average product price criteria in the range of Rp. 40,000 - 100,000.

**Graph 1. Go Food Partners Operating in Makassar City as of 2019**



*Source: GoJek application and reprocessed by researchers, 2019*

Graph 1 illustrates the dominance of go food partners based on the consumer rating classification on a scale of 4.5 - 5 and the price classification of partner products starting at Rp. 40,000 - 100,000. It can be seen that the go food partner with the main product category with rice (Rice) is the most dominant, then the product with the main ingredients as noodles and Middle Eastern foods is ranked second from the observation data. Go food partners in the sweets product category are the most dominant after the snack products category.

Starting the headline of this research, the independent variables that we want to investigate are the knowledge-sharing variable, Market orientation and Entrepreneurship insight as part of the whole building in developing this research. The concepts of knowledge sharing and knowledge transfer can be combined to define knowledge sharing as a voluntary activity (process) to spread the knowledge it has from one person to another or to another group in an organization (Hansen, Nohria, & Tierney, 1999). In the context of modern business development Knowledge-sharing relies on several fundamental aspects such as; Organizational internal commitment, business perception, employee engagement and decision-making management.

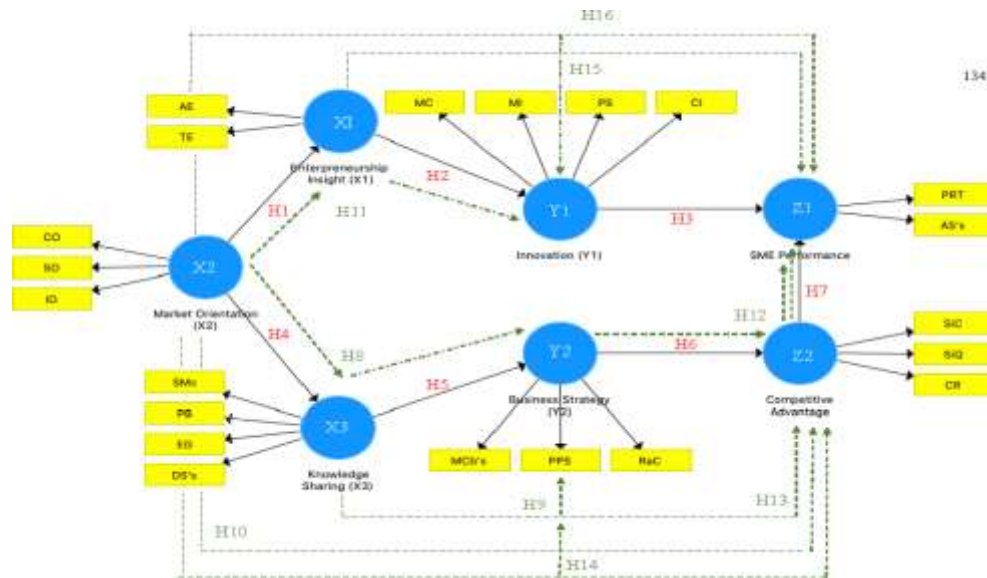
Regarding the polemic in the SME development sector in Indonesia, entrepreneurship is always attached to the concept of SMEs, small and medium businesses. Those who have just opened a small-scale business are usually directly referred to by the term. In Indonesia, not a few people look down upon SMEs and choose to work in larger companies. There are still thoughts about the large gap in income from working for SMEs compared to large companies. Development of SMEs can be realized through the spirit of entrepreneurship in aspects of ensuring aspects of human life in addition to several variables and also the main points outlined above.

Overall the competitive advantage factor, business performance in SMEs built on the basis of an integrated business strategy, innovation, entrepreneurship ability and knowledge-sharing ability is not complete without presenting the final variable, which is market orientation. Market orientation is something that is important for companies in line with increasing global competition and changes in customer needs where the company in this case is the scope of SMEs to realize that they must always be close to their markets. Market orientation is a business culture where the organization has a commitment to continue to be creative in creating superior value for customers. defines market orientation as the most effective organizational culture in creating important behaviors for creating superior value for buyers as well as performance in business.

Pressure from industry or competitors in the market is very strong. Both in the development of new products in the market, continuous improvement in production processes and even the introduction of new applications for technology. All of them are pressures and threats so that the orientation of the industry must be able to work together with SMEs. Industry cannot stand alone to face challenges and change. (Tseng, Tan, & Siriban-Manalang, 2013).

The novelty in this study is located in all dimensions of the variables both independent variable dimensions, intervening variable dimensions and dependent variable dimensions. Besides that, the original approach of this research is a comprehensive approach that is built based on 3 (three) basic theories in management, namely Resources Based View Theory (RBV), Consumer Culture Theory (CCT) and Technology Acceptance Model Theory (TAM) where the final target to be achieved from the combination of these three theories is to achieve competitive advantage and SEM Performance in the SME business.

## Conceptual Framework



Direct relationship (direct effect) and indirect relationship (indirect effect)

- H1 & H11: Market orientation (X2) → Entrepreneurship Insight (X1) based on research results from (Ruiz-Ortega et al., 2017), (Elrehail, 2018),  
 H2 & H15: Entrepreneurship Insight (X1) → Innovation (Y2) based on research results from (Ruiz-Ortega et al., 2017), (Elrehail, 2018),  
 H3 & H15: Innovation (Y2) → SME's Performance (Z1) based on research results from (Elrehail, 2018), (Lorenzo et al., 2018), (Efrat et al., 2018),  
 H4 & H10: Market orientation (X2) → Knowledge Sharing (X3) based on research results (Rega et al., 2014), (Ejdys, 2014)  
 H5 & 13: Knowledge Sharing (X3) → Business strategy (Y2) based on research results (Lorenzo et al., 2018), (Ejdys, 2014),  
 H6 & H12: Business strategy (Y2) → Competitive Advantage (Z2) based on research results from (Elrehail, 2018), (Lorenzo et al., 2018), (Efrat et al., 2018),  
 .H7 & 13: Competitive Advantage (Z2) → SME's Performance (Z1) based on research results from (Stephen et al., 2018), (Ejdys, 2014), (Lorenzo et al., 2018).

## Research Methods

This research is designed to build a new concept and empirical research model to build superior competitiveness and improve SME performance. To bridge this, this research builds a new concept that is based on entrepreneurial insight (Entrepreneur insight), Market orientation, Accessibility and Knowledge-sharing capabilities, Innovation and current business strategy efforts including managerial capabilities (Capability Managerial), product strategy, process and service improvement and resource capability to improve the performance and increase competitiveness of SMEs who partner in go-food Makassar City, South Sulawesi, South Sulawesi Province.

This research site was conducted in Makassar City, South Sulawesi Province, which involved SMEs that partnered with go-food as a sample. The time of the study starts from March - June 2019. The population of 766 SMEs using alternative digital marketing activities as go food partners in Makassar City. The approach in determining the sample is based on a study approach from (Loehlin, 1998) which

states that the minimum sample needed to reduce bias is a minimum of 200 samples. While the sample in this study uses a purposive random sampling approach consisting of 7 variables and 64 items multiplied by a Likert scale of 7 = 497 samples. The sample in this study is consumers who use the go food application.

The type of data used in this study is quantitative data in the form of questionnaire distribution to respondents. Data sources used in this study are: Primary data in this study were obtained through observations in the field. Secondary data in this study obtained articles, journals, and previous studies. Data collection techniques in this study were questionnaires made through Google sheets and Google Forms then distributed using hyperlinked text codes given to samples directly in order to maintain validation of data, contents data deemed unqualified will be deleted. Data collection is automatically inputted into the Google Drive system in the form of Microsoft Excel format (XLS) which contains the coding results of respondents' answers. Measurement data using a Likert scale (1-7) which refers to the concept of research from (Weijters, Cabooter, & Schillewaert, 2010). Data analysis method used is Partial Least Square (PLS). Data analysis test tool uses Smartpls 3.0 software.

### ***Research Result***

Gojek (previously written by GO-JEK) is a technology company from Indonesia that serves transportation through motorcycle taxi services. The company was founded in 2010 in Jakarta by Nadiem Makarim. At present, Gojek is available in 50 cities in Indonesia, Gojek also has a digital payment service called Gopay. Gojek first received funding from NSI Ventures in June 2015 with an undisclosed amount of funds. In October 2015, Gojek again received funding. This time from Sequoia Capital and DST Global which are also not mentioned in number. In August 2016, Gojek officially announced funding of US \$ 550 million or around Rp. 7.2 trillion from KKR, Warburg Pincus, Farallon Capital, and Capital Group Private Markets and investors- previous investor. With this funding, Gojek is officially the first unicorn in Indonesia, a startup with a valuation of more than US \$ 1 billion. At that time, Gojek's valuation had reached US \$ 1.3 billion (around Rp. 17 trillion).

In January 2018, Google through its official blog site announced that it had provided funding for Gojek. This is Google's first investment in startups in Asia. The funding is part of a series of funding which was followed by Tencent, JD, Temasek, and Meituan-Dianping, which reached US \$ 1.2 billion (around Rp16 trillion). Starting with transportation services, now the Gojek application has more than 20 services which are solutions for everyday challenges. Thanks to that too, Gojek became one of the largest technology platforms that serves millions of users in Southeast Asia by developing three Super-apps: for customers, for driver partners, and also merchant partners.

Gojek began its journey in 2010 with our first service, namely motorcycle taxi booking through the call-center. In 2015, Gojek developed rapidly after launching an application with three services, namely: GoRide, GoSend, and GoMart. Since then, the pace of Gojek has accelerated and continued to move on to become a leading technology group serving millions of users in Southeast Asia. The three pillars of gojek namely speed, innovation and social impact.

### ***Evaluation of the Reflective Measurement Model (Outer Model)***

Analysis of PLS is carried out in three stages: Outer model analysis, Inner model analysis, and Hypothesis Testing. Hypothesis testing is done by looking at the probability value and t-statistics.

The results from the Goodness of Fit Model table explain that all variables / indicators / constructs have met the test requirements, such as Cronbach alpha value, rho\_A, composite reliability

and AVE value (Average variance extracted) > 0.60. The explanation above is stating that Cronbach Alpha or reliability test which states that the extent to which the variable can be expressed reliably in measuring the dependent variable.

Referring to the explanation in Figure 3 and Table 14, it can be seen that in testing the goodness of fit model, all variables and test items in this study have met the PLS pre-requisite requirements. As in the measurement of the variable Coordination between functions shows that the value of Cronbach alpha, rho\_A, C.R (composite reliability) and AVE values all have values above 0.6. Similarly, the indicator of transactional entrepreneurship (TW) with the most dominant item is (EI4 = 0.739), authentic entrepreneurship indicator (AE) with the most dominant item is (EI7 = 0.873). Whereas in the entrepreneurship insight variable (X1) there was one item that was removed from testing because the low-test value was item EI2.

Market orientation variable (X2) with the most dominant item customer orientation indicator (CO) is (MO2 = 0.874), supplier orientation indicator (SO) the most dominant item is (MO5 = 0.856) on this indicator the item deleted is MO3, and MO9. The most dominant item industry orientation indicator (IO) is (MO8 = 0.778).

Knowledge Sharing Variable (X3) consisting of SME commitment indicators (SC), the most dominant item is (KS4 = 0.874), then all items on business perception (PB) are removed from testing. The employee engagement indicator (EG) with the most dominant item is (KS9 = 0.864), the decision-making system indicator (DSS), the most dominant item is (KS11 = 0.890).

The innovation variable (Y1) with marketing channel indicator (MC), the most dominant item is IN3 = 0.835, in this item IN1 and IN2 are removed from the test. Product segmentation indicator (PS), the most dominant item is IN8 = 0.826. Indicator of marketing innovation (MI), the most dominant item is (IN5 = 0.863). Customer insight indicator (CI), the most dominant item is (IN11 = 0.894).

Variable Business strategy (Y2), which consists of Managerial Capability indicators (MC's), the most dominant items are (BS3 = 0.924), process and service product indicators (PPS), the most dominant items are (BS4 = 0.865), Capability indicators resource (RC), the most dominant item is (BS7 = 0.817).

The SME Performance variable (Z1) consisting of the most dominant item (PRT) indicator indicator is (SMP1 = 0.934) on this indicator, the deleted items are SMP3. Asset indicators (AAs), the most dominant item is (SMP5 = 0.858).

Variable Competitive advantage (Z2), which consists of indicators of Superior Efficiency (SE), the most dominant item is CA1 = 0.897, Superior Quality indicator (SQ) the most dominant item is (CA5 = 0.831), customer responsibility indicator (CR), the most dominant item is (CA7 = 0.884).

#### R-Square (R2)

R square test (R2) or reliability test is stating how reliable an item / indicator is in forming variables. Value (R2) is expressed in several categories of reliability namely 0.67 in the (Good) category, 0.33 in the (moderate) category and 0.19 in the (weak) category. (Chin, 1998).

Based on the results of the R-Square test it can be concluded that the overall test variable has a reliability value that is included in either category. The average R-square value of the dependent variable of 0.870 assumes that all independent variables have a close relationship to the dependent variable of the remaining 87% ie 13% of the SME performance component and Competitive advantage is influenced by various factors or other variables not examined in this study.

### f-Square (f<sup>2</sup>)

The f-Square (f<sup>2</sup>) test or the predictors test is a test to find out how much influence between each predictor. f<sup>2</sup> value of 0.02, 0.15, and 0.35 can be interpreted whether the predictor of latent variables has a weak, medium or large influence on the structural level. (Chin, 1998)

The F-Square test table shows the relationship that the partial effect of the innovation variable (Y1) on SME Performance is medium (0.197 > 0.15) as well as the partial relationship between competitive advantage (Z2) on SME Performance is 0.154 > 0.15.

### *Direct Effect Test and Hypothesis testing*

The direct effect can be seen from the results of the bootstrapping model or the interpretation of the value of the path coefficients. The direct effect of each endogenous variable on exogenous variables is as follows:

#### **H1: There is a positive and significant relationship between market orientation and entrepreneurship insight**

The results of data analysis showed that the H1 hypothesis was declared significant with a significance coefficient value <0.01, with a variable influence value (t = 41.444) and a standard deviation of 0.021 <0.10. So that the conclusion states that hypothesis H1 = Accepted

#### **H2: There is a positive and significant relationship between entrepreneurship insight on innovation**

The results of the data analysis showed that the H2 hypothesis was declared significant with a significance coefficient value <0.01, with the value of the influence of the variable (t = 101.366 and a standard deviation of 0.009 <0.10. So that in conclusion it states that the hypothesis H2 = Accepted

#### **H3: There is a positive and significant relationship between Innovation and SME Performance**

The results of data analysis showed that the hypothesis H3 was declared significant with a coefficient of significance <0.01, with the value of the influence of the variable (t = 4.013 and a standard deviation of 0.127 > 0.10).

#### **H4: There is a positive and significant relationship between market orientation and knowledge sharing**

The results of data analysis showed that the hypothesis H4 was declared significant with a significance coefficient value <0.01, with a variable effect value (t = 50.152) and a standard deviation of 0.018 > 0.10. So that the conclusion states that the hypothesis H4 = Accepted

#### **H5: There is a positive and significant relationship between knowledge sharing on business strategy**

The results of data analysis showed that the hypothesis H5 was declared significant with a significance coefficient value <0.01, with a variable effect value (t = 89.090) and a standard deviation of 0.011 > 0.10. So that the conclusion states that hypothesis H5 = Accepted

#### **H6: There is a positive and significant relationship between business strategy and competitive advantage**

The results of data analysis showed that the hypothesis H6 was declared significant with a significance coefficient value <0.01, with a variable influence value (t = 123.850) and a standard deviation of 0.008 <0.10. So that the conclusion states that hypothesis H6 = Accepted

**H7: There is a positive and significant relationship between competitive advantage on SME Performance**

The results of data analysis showed that the hypothesis H7 was declared significant with a significance coefficient value  $<0.01$ , with the value of the influence of the variable ( $t = 3.523$ ) and a standard deviation of  $0.128 > 0.10$ . So that the conclusion states that the hypothesis H7 = Accepted

Based on the order of direct relationship dominance, it states that the relationship / influence between Business Strategy (Y2) to Competitive Advantage (Z2) is the most dominant relationship among the effects of other variables. The relationship between these variables falls into the dominant category of Class I. Then the influence of Entrepreneurship Insight (X1) towards Innovation (Y1) is included in the dominant category of class II, and finally the relationship / influence between Knowledge sharing (X3) on Business Strategy (Y2) is included in the dominant category class III. Next in table 12 interpret the relationship between variables indirectly.

**H8: There is a positive and significant relationship between the market orientation and business strategy indirectly by making the knowledge sharing variable an intervening variable**

The results of data analysis showed that the hypothesis H8 was declared significant with a significance coefficient value  $<0.01$ , with the value of the influence of the variable ( $t = 34.564$ ) and a standard deviation of  $0.025 > 0.10$ . So that the conclusion states that hypothesis H8 = Accepted

**H9: There is a positive and indirectly significant relationship between Knowledge sharing on Competitive advantage by making Business Strategy variables an intervening variable**

The results of data analysis showed that the H9 hypothesis was declared significant with a significance coefficient value  $<0.01$ , with a variable effect value ( $t = 58.218$ ) and a standard deviation of  $0.016 > 0.10$ . So that the conclusion states that the hypothesis H9 = Accepted

**H10: There is a positive and significant relationship indirectly between market orientation to competitive advantage by making the knowledge sharing and business strategy variables intervening**

The results of data analysis showed that the H10 hypothesis was declared significant with a significance coefficient value  $<0.01$ , with a variable influence value ( $t = 29,487$ ) and a standard deviation of  $0.028 > 0.10$ . So that the conclusion states that the hypothesis H10 = Accepted

**H11: There is a positive and significant relationship indirectly between market orientation to Innovation by making the entrepreneur insight variable an intervening variable**

The results of data analysis showed that the H11 hypothesis was declared significant with a significance coefficient value  $<0.01$ , with a variable influence value ( $t = 32,899$ ) and a standard deviation of  $0.026 > 0.10$ . So that the conclusion states that the hypothesis H11 = Accepted

**H12: There is a positive and significant relationship between business strategy and SME Performance indirectly by making the variable competitive advantage an intervening variable**

The results of the data analysis showed that the H12 hypothesis was declared significant with a significance coefficient value  $<0.01$ , with a variable influence value ( $t = 3,520$ ) and a standard deviation of  $0.123 > 0.10$ . So that the conclusion states that the hypothesis H12 = Accepted

**H13: There is a positive and significant relationship indirectly between knowledge sharing on SME performance by making the variable business strategy and competitive advantage an intervening variable**

The results of data analysis showed that the H13 hypothesis was declared significant with a significance coefficient value  $<0.01$ , with a variable effect value ( $t = 3.512$ ) and a standard deviation of  $0.117 > 0.10$ .



So that the conclusion states that the hypothesis H13 = Accepted

**H14: There is a positive and indirectly significant relationship between Market orientation to competitive advantage by making the variable knowledge sharing and business strategy the intervening variable**

The results of data analysis showed that the hypothesis H14 was declared significant with a significance coefficient value  $<0.01$ , with the value of the influence of the variable ( $t = 3.475$ ) and a standard deviation of  $0.106 > 0.10$ . So that the conclusion states that the hypothesis H14 = Accepted

**H15: There is a positive and indirectly significant relationship between entrepreneurship insight on SME performance by making the innovation variable an intervening variable**

The results of data analysis showed that the hypothesis H15 was declared significant with a significance coefficient value  $<0.01$ , with a variable effect value ( $t = 3.975$ ) and a standard deviation of  $0.122 > 0.10$ . So that the conclusion states that the hypothesis H15 = Accepted

**H16: There is a positive and significant relationship indirectly between market orientation to SME performance by making the variable entrepreneurship insight and innovation as an intervening variable**

The results of data analysis showed that the H16 hypothesis was declared significant with a significance coefficient value  $<0.01$ , with a variable effect value ( $t = 3.965$ ) and a standard deviation of  $0.108 > 0.10$ . So that the conclusion states that the hypothesis H16 = Accepted.

Based on the order of relationship dominance indirectly states that the relationship / influence between Knowledge sharing (X3) to Competitive Advantage (Z2) by making Business Strategy (Y2) as an intervening variable is the most dominant relationship among the effects of other variables the relationship between these variables falls into the category dominant class I. Then the influence of Market orientation (X2) on Business Strategy (Y2) by making Knowledge sharing (X3) as an intervening variable entered in the dominant category of class II, and finally is the relationship / influence between Market orientation (X2) on Innovation (Y1) by making Entrepreneurship insight (X1) an intervening variable in the dominant category class III.

## ***Discussion***

### ***Direct relationship between market orientation and entrepreneurship insight***

A good and growing business is a business framework whose business activities are based on customer / consumer needs. Besides that a good business is also able to create harmonious relationships with their customers. Because, excellent service is the key to success of today's modern business, the form of service is certainly not only seen at the beginning of sales but also excellent service when customers experience problems after purchasing goods. This is an implementation rather than a customer orientation. Second, the success of business activities is inseparable from the supplier orientation. This has become urgent because modern businesses today require good cooperation between resellers and suppliers. This is important because they are inseparable units. Collaboration between business partners and suppliers also requires that the foundation of the relationship be built on the basis of positive mutual benefits considering the product supplier must also provide education and information for its resellers / partners regarding new products that are trendy / up to date. So that both business partners and suppliers, both must understand the market needs and consumer trends today. Third, industrial orientation. In order to create a healthy business cycle, the Industry as a producer of a product must maintain market balance, so that competition between suppliers or sellers is healthy. Apart from that the orientation of the industry-based aims to overcome the vacancy of demand for goods and uncertainty of supply of goods. The

relationship between entrepreneurship insight (entrepreneurial insight) and market orientation (market orientation) so that it runs completely if the businessman has the ability to build the widest network. Therefore, the reputation of a business / organization lies in the ability of a leader in managing the organization / business.

**Theoretical & Manajerial Implication:** The resource-based view (RBV) approach emphasizes coordination between functions which includes optimizing resources that are oriented towards suppliers, suppliers and customers. Of course, market orientation is based on how optimal customer attention is aimed at producing optimal performance. Market orientation and Resource-based view (RBV) theory are closely related to maintaining competitive advantage through competition for any organization and business without exception. So that in implementation, businesses are required (1) Having the ability to build networks and reliability in business management, (2) Having the ability to look for opportunities and the ability to solve problems and the ability to consider the size of the opportunities

### *Direct relationship between entrepreneurship insight on innovation*

Entrepreneurial insight is a benchmark that distinguishes between one businessman and another businessman, this insight will also determine the direction of innovation that he will develop for his products and business both in the short and long term. The character of entrepreneurship for a businessman today is increasingly complex because the pattern of competition and its level also participates in shifting the paradigm and mindset of the business itself, where today a good business is not only profit-oriented but is an added value that is intangible to all parties (employees, consumers and community). The support is related to entrepreneur insights, for example the ability of entrepreneurs to provide motivation (both material and non-material rewards) to subordinates. Because this is something that must be owned by every leader. Second, a good leader / entrepreneur must be able to have a positive influence on his subordinates. Third, the figure of a leader is someone who has good intellectual abilities and abilities. Because with this intellect will help leaders and subordinates of employees to work effectively, efficiently, directed and also systematic. Fourth, the personality of a leader reflects his authority. Therefore, the ideal character for a leader is firm and also agile.

Broadly speaking in the topic of study in this study, innovation is supported by four main indicators namely business activity with alternative e-commerce supported by the ability to massive product promotion on promotional channels to enable a product to be easily recognized by potential customers. This method can be achieved by selling using social-media or social-commerce channels because it is a positive alternative for today's creative industry. Therefore, it is better in advertising on social media, for example by using several well-known figures as Endorsment of a product in order to enable a product to be seen more convincingly for potential customers.

The realization of innovation based on entrepreneurial insights requires businesses before products are sold in the market, a businessman / entrepreneur is certainly obliged to know every detail of the items they are promoting. It aims to make sure that consumers are confident about the product being sold. Then to maintain the existence of the product and the business being led, continuous evaluation in order to improve the quality of the product produced is a mandatory task in the business environment. Because consistency in maintaining good quality products gives consumers confidence about these products both in the present and in the future. Related to winning business competition today, a good businessman is not only able to sell a lot of products, but is also demanded to be able to educate consumers or potential customers. Regarding entrepreneurship insight, a reliable businessman is those who understand the product segmentation they sell. In other words, the seller must understand that the products they sell have certain segments and consumers because not all products are suitable for anyone.

Some support in supporting the success of innovation for businesses based on digital operations, requiring innovation in products that are in line with the times is an example that should be emulated by any business, especially in e-commerce, data protection and privacy security is very important to consider for whom only those who sell in online media, for example, in terms of quality control, and accuracy in responding to customer complaints because in businesses relying on online business operations, excellent service is the key key that they must implement, because as consumers, they need good service and quick response. from a seller / businessman.

**Theoretical & Manajerial Implication:** In order to support the implementation of the innovation process in the main business environment of businesses that operate on a digital basis as in the study of this study, from the perspective of the RBV the benchmark for success of innovation depends on the insight of entrepreneurship and business capabilities. So that more deeply to support business success and work involvement, a leader must be able to provide an objective recognition of every employee's achievement. The ideal leader will not hesitate to give a positive appreciation if the work of an employee has exceeded the work target, the ability to be fair in giving decisions, the ability to build the widest business network and the ability to increase the reputation of a business / organization for the community which lies in the ability a leader in managing the organization / business optimally. From the perspective of TAM (technology acceptance model) theory and CCT (consumer culture theory) full support for the use of technology aims to facilitate business processes and innovation, so that in addition to employees, the ability of business people to use technological devices also plays an important role because the direction of consumer behavior today besides conventional market oriented is also oriented towards the online marketplace as an alternative choice in shopping.

#### *Direct relationship between innovation insight on SME performance*

Many fundamental changes have occurred in how companies generate new ideas and values and bring them to market during the 20th century. In this century, where the 'closed innovation' model has been quite successful in improving company performance. But along with the many inventions of information technology made a lot of criticism of the 'closed innovation' model and move towards the 'open innovation' model. These changes have an impact on the academic world in seeing the phenomena and linkages with different disciplines more open than in the previous century. The movement of concept change / innovation theory gives birth to a journey through the regeneration of concepts and approaches.

The pattern of innovation that will be applied depends on the characteristics of the entrepreneur itself. It has been explained onel Filley & Aldag in his research in 1978 that there were differences in the characteristics of entrepreneurs in determining the direction of innovation, namely "Craftman Entrepreneurs" and "Opportunistic Entrepreneurs. Opportunistic Entrepreneurs are oriented to independence, innovation to create something different among their competitors and oriented towards long-term "Brand Image" growth. Whereas Craftman Enterpreneurs are oriented to conventional excellence sectors such as financial strength.

A good business is a business that is based on a sustainable business orientation, one of which is to support it, with innovation. Business orientation must be based on market orientation and oriented on how to establish the broadest relationships and connections. The key to success for SME's practitioners lies in that, especially in an open era like today ownership of access to information is very valuable. Information.

Today's data is an invaluable asset. This can be achieved through good relations so that based on information and data it also leads business people to more easily determine the right business in accordance with market needs and demands. Besides that, knowledge of business to lead to effective innovation is also a fundamental thing that has an influence on the survival or death of a business.

In connection with entrepreneurship insights as previously discussed, knowledge and insights about management certainly make it easy for an entrepreneur to be wise in taking every opportunity amid the risks. Knowledge management is certainly not only mandatory to be good at creating things (creation) but also must have knowledge about how to integrate what has been created to be sold in the right place and time and the power to innovate is knowledge management which is certainly a differentiating factor between entrepreneurs and entrepreneurs. Innovation will certainly make entrepreneurs as a "leader" and innovation will also determine an entrepreneur as a "follower" businessman. Knowledge of market-oriented and consumer value-oriented innovations will bring significant value to the company. All of these factors can work well as long as they are supported by the ability of entrepreneurs in leading their employees (entrepreneurial insight).

**Theoretical & Managerial Implication:** Innovation is a tangible manifestation and is one of the keys to success in a sustainable business. The most important thing in realizing part of innovation is knowledge and competence from the perspective of TAM, RBV and CCT. Knowledge (entrepreneurship Insight) is the main foundation to overcome competition and provide the best service to consumers. In its main business which is engaged in digital business, Innovation Management is needed because fresh ideas will continue to be born in a company and become very numerous. The existence of these ideas must be arranged and arranged systematically to avoid chaos. Innovations that must be run systematically, efficiently and sustainably require a system to organize these ideas to be more structured.

#### ***Direct relationship between market orientation and knowledge sharing***

Market orientation is important for companies in line with increasing global competition and changes in customer needs where companies realize that they must always be close to their markets. Market orientation is a business culture where the organization has a commitment to continue to be creative in creating superior value for consumers. The positive influence of the relationship between these variables requires some fundamental things, where the knowledge sharing factor is a very valuable factor for the company. The more intensity of knowledge sharing possessed by internal business; the organization will become more advanced. Knowledge sharing can help companies to transfer knowledge about business processes, problems that occur in each work unit, to share experiences about things outside of work that are beneficial to the development of employee knowledge, potential and competence. If viewed from the definition, Knowledge sharing is a process that helps organizations identify, select, organize, disseminate, and move important information and experience that is part of the organization that aims to address problems effectively and efficiently.

**Theoretical & Managerial Implication:** From the point of view of the RBV theory that the relevance of the definition and implementation of resource allocation to achieve competitive advantage is in line with the results of studies on this hypothesis. The importance of knowledge sharing as an effort to improve service and customer satisfaction through market orientation (suppliers, consumers and industry). Besides that, the fulfillment of aspects of the use of technology to compare market orientation and knowledge sharing is also in line and relevant to the TAM theory.

#### ***Direct relationship between knowledge sharing with business strategy***

The results of statistical tests and hypotheses state that the knowledge sharing variable has a positive and significant effect on business strategy. Knowledge sharing is one factor in the success of business today, especially in supporting the ideal business strategy and aspired by business people. The main purpose of the application of knowledge sharing is the dissemination of knowledge, techniques and procedures among fellow members of the internal business where the application is to increase the capacity and capabilities of the internal organization. Knowledge sharing means that the business is fully committed to be able to work together, between business leaders / entrepreneurs must have the ability to

develop the potential and competence of their employees, because employees are valuable assets for the organization as well as factors driving production. Knowledge sharing can be in the form of empowerment. Where Empowerment (empowerment) can encourage individuals to be more involved in decision makers in organizations. Thus, the effect of empowerment can increase the ability and sense of ownership and responsibility so that it will affect its performance. Referring to the study previously stated in the introduction and literature review, it states that knowledge sharing can be formed if the leader of an organization is able to show genuine interest in the organization and is able to provide clear visibility for employee development. In addition, the realization of a professional management atmosphere besides coming from the role of wise leaders, teamwork is also another fundamental thing that must be implemented to create employee engagement through knowledge sharing.

Some aspects that need to be emphasized by business people regarding knowledge sharing are fair business perceptions of fulfilling profits and positive impacts between internal organizations. In fact, employees cannot be seen as tangible capital elements as shown in ancient management elements, the increasingly dynamic era demands management's role to make employees not only as movers of production factors but as unlimited production assets (intangible assets) its value. One of the keys to the success of employee involvement is supported by the feeling of work-life balance (balance between work and quality of life) that has been felt by employees. Where the balance means covering the balance of aspects of personal, family, spiritual and social life, because the imbalance can lead to excessive stress so that it can have an impact on employee saturation which of course ends will all lead to the process of employee engagement that is not optimal. Apart from that, from the perspective of digital-based SMEs, the decision-making system that is supported by technology readiness and HR readiness is the basis for optimizing the implementation of business processes and knowledge transfer.

In other words, business strategy through knowledge sharing can be realized as long as it fulfills several aspects such as (1) the desire of the leadership to give responsibility, (2) the willingness of the leadership and the organization to want to provide training and increase competence, (3) communication and feedback between leaders to employees, (4) Awards and recognition as a result of evaluations of the performance that has been achieved, (5) Knowledge sharing and employee involvement can be achieved if individuals within the scope of the organization trust and believe in the organization that houses it. This can be achieved if someone in the organizational environment feels proud, happy and motivated. (6) Knowledge sharing and employee involvement can be achieved if the organizational atmosphere and leadership are fair and have a positive impact. Through equalization of perceptions between organizations and organizational drivers for the ideals and goals of the organization.

1. Knowledge sharing and employee involvement can be achieved if the supporting aspects and work tools are fulfilled. For example employees have access to information related to work units, job descriptions, time effectiveness
2. Knowledge sharing and employee involvement can be achieved if a good and ideal pattern of management and team structure is created. For example, an employee feels free in expressing positive opinions about the progress of the organization and those opinions are considered. The level of trust and comfort for the team.
3. Knowledge sharing and involvement can be achieved if measurable personal and career development is achieved.

**Theoretical & Managerial Implication:** The success factor of the process of knowledge sharing through a management point of view, the RBV views that the success factor of knowledge sharing is fully held by business leaders. Leaders are seen as a major part of the driving force of business organizations, because all policies and work procedures that a leader will implement in the organization will shape perceptions, culture and will also affect the activities of the organization in the future. Support from all parties is needed, not only the role of the leader but also the cooperation and involvement of employees.

Therefore, the development of organizations today is increasingly complex due to intense competition, so that leaders and leadership styles that are applied play an important role to detect these changes in order to formulate an important strategy in terms of internal organizational strengthening. Apart from the leadership factor, culture and commitment of business organizations are also needed. So that the implementation of knowledge sharing in order to realize a business strategy also pay attention to several impacts for example: (1) Significant efforts are needed to implement what is needed by organizations related to knowledge sharing so that changes in the business paradigm can occur, (2) Knowledge sharing requires a large investment in terms of use of the budget, Knowledge sharing means preparing resources to have new competencies, of course, in the refinement and addition of these competencies some contradictions can occur within the internal scope of the business

### ***Direct relationship between business strategy and competitive advantage***

In running a business specifically in digital-based SME businesses such as in this study, emphasizing the aspect of strategy is required to be applied in order to position the business amid competition. The analysis that was built earlier in the statistical testing stage shows that the relationship / influence is positive and significant between business strategy on competitive advantage. As stated by many previous studies, it also justifies this. That the critical success factor of competitiveness is supported by how the implementation of a business strategy.

Digital-based SME culinary business spearheaded by Go Food shows that the level of competition is increasingly dense and rapid, at any time new business activities can be found as competitors. In the perspective of business strategy, there are three main strategies, namely the managerial capability of a businessman, namely the ability of a businessman to develop his vision and mission of an ideal business that is not only profit-oriented (size) but also increases the value-added between business, consumers and society. For example, in terms of increasing consumer value that today consumers no longer want to be placed as a buyer, deeper than that consumers and businesses have a close relationship that is bound in a bond of mutualism. Therefore, accurate information, best services, and the achievement of quality in accordance with consumer expectations requires business people to be able to move actively to think about it. Other managerial capabilities are interactive communication skills with customers are also the key to success in building quality and accurate business strategies.

Furthermore, to build a good and ideal business strategy is the businessman's attention to the quality of the product both in quantity and quality or in other words, the right amount and the right quality. Supporting good quality, one of which can be pursued by maintaining the process of each product production properly and selectively. Because in the business process suitability between the products offered and products given to consumers must be in accordance with the facts and facts of the products that have been advertised so that consumer confidence can be maintained. This in addition to increasing business size becomes larger, it also increases value-added between businesses and consumers. Then, to support excellent products, processes and services, especially in e-commerce-based businesses in this case digital-based SMEs, the use of technology is very useful for consumers, one of which is in the matters of ordering and payment processes. Then the classic thing that should not be lost is good service, friendly and responsive to every customer complaint because this is the main key for the business to run and survive.

**Theoretical & Managerial Implication:** From the perspective of CCT (consumer culture theory) where business dominance today is not only conventional marketplace but also online marketplace, the behavior of consumers and consumer culture also changes along with increasing market alternatives in the community. An online marketplace can be concluded as an unlimited market where classic things are prearranged in a conventional marketplace, for example transactions can occur when buyers and consumers meet, interact and interact with each other and then build relationships, emotions

and decisions that do not always apply in the online marketplace. Therefore, the quality of service to consumers that places consumers as targets as well as business partners is something that is increasingly calculated and stated in business strategies today.

Meanwhile, from the perspective of RBV (Resource based view) theory where aspects of meeting needs are directed to the maximum to support the competitiveness of the company / business the direction and purpose of the clearer. For example, such as the carrying capacity of resources in aspects of tools and technology such as the study in this study with the theme of digital business-based SMEs. Full support for technology is fundamental to run because distribution channels in SME businesses are more closely used by technology. So, to maximize this, not only organizational commitment is the main reference but also the support of reliable human resources (mastering technology) provides its own role to maximize the resources that have been prepared. Whereas from the perspective of a TAM (technology acceptance model) theory study based on the perceived ease of benefit aspect, of course, today's digital business alternatives provide convenience for consumers so as to achieve this ease, businesspeople can pursue alternative ease of transactions and payments to consumers. In addition, business people must also think about the perception of the minimum risk (risk perceived). This can be done as long as transparency in each transaction to consumers is evident.

### ***Direct relationship between competitive advantage on SME performance***

The results of the data analysis are significant and also support the hypothesis. This is in line with studies previously developed in this dissertation. That in general, the competitive advantage of a business must have three aspects to be able to compete, namely 1). Superior efficiency capabilities, for example the use of efficient budgets that are illustrated through the selection of appropriate technology to cut variable costs and the ability of businesses to produce products in accordance with market wants and close to sources of raw materials (industry). 2). The ability to maintain superior quality, for example the ability of businesses to present quality products at competitive prices, the ability of businesses to provide faster and more responsible delivery of goods, and the ability of businesses to provide guarantees about products marketed have good durability. 3). Business ability in terms of responsibility to customers. This can be pursued by business people if, businesses are able to guarantee accuracy and speed in providing services through easy communication access and supported by the latest technology. In addition, internal business expertise is supported in providing detailed explanations of products marketed to consumers, convenience provided to consumers in finding the products they are looking for, ease in the process of paying and tracking every transaction they have made, as well as business guarantees in terms of providing accounts. e-commerce that is private and trusted for consumers in terms of transactions for consumers is a separate consideration for businesses and consumers in terms of business competition.

The three components regarding the competitiveness of a business if it is run in an ideal and consistent manner, the improvement of business performance can also be realized. Business performance in this case SMEs whose digital business operations can be realized if all work activities run effectively and efficiently so that it appears that an optimal increase in profits and exceeded the target. This also relates to the ability of a business to continue to run its activities with maintained liabilities. More deeply regarding the performance of a business, that essentially improving business performance is to reflect aspects of employee comfort, employee satisfaction and employee loyalty.

**Theoretical & Manajerial Implication:** As explained earlier in the sub-section of the discussion on this hypothesis study, that full support from the RBV aspect of all potential resources aims to improve the competitiveness of a business on its business performance. In addition to the specified target achievements, technological support from the TAM aspect plays a role in achieving competitiveness and improving the performance of a business, and in the end to meet consumer expectations in perception and behavior can also be collected as an element of supporting competitive

success. The indirect relationship between market orientation and business strategy by making knowledge sharing intervening.

The direct relationship that has been described previously explains the urgency between variables that are interconnected positively and significantly. Through empirical testing this eighth hypothesis occupied the dominance of second place among the nine indirect tests. So that the presentation of interpretations on the relationship between variables indirectly includes urgency and vital in its implementation. In testing indirectly on hypothesis eight it can be concluded that business strategy can be achieved in line with organizational commitment regarding market orientation consisting of customer, supplier and industry orientations then implemented through knowledge dissemination through knowledge sharing between internal organizations.

**Theoretical & Manajerial Implication:** Theoretically, the RBV study on the concept of market orientation and business strategy has close links to formulating long-term business strategies. One of the keys to success rather than the RBV application is the emphasis on disseminating knowledge through knowledge sharing.

***The indirect relationship between Knowledge Sharing and Competitive advantage by making business strategy intervening***

Not much different from what was concluded in the discussion of the previous hypothesis, namely to realize competitive advantage required an accurate level of knowledge sharing. Business strategy is the reason why knowledge sharing becomes important to achieve competitive advantage.

***The indirect relationship between market orientation towards competitive advantage by making Knowledge sharing and business strategy intervening***

The direct relationship that has been described previously explains the urgency between variables that are interconnected positively and significantly. Through empirical testing this tenth hypothesis occupies the dominance of the fourth place among the nine indirect tests. So that the presentation of interpretations on the relationship between variables indirectly includes urgency and vital in its implementation and has a positive and significant effect, that to achieve competitive advantage knowledge sharing and business strategy is the main bridge in terms of fulfilling aspects of market orientation.

***The indirect relationship between market orientation and Innovation by making entrepreneurship insight intervening***

The results of indirect testing on this eleventh hypothesis provide concrete evidence that innovation can be realized when business orientation is oriented to three main things. As in the study of this study where market orientation means business oriented to customers, suppliers and industry. However, innovation can be realized as long as business people have adequate entrepreneurship insights.

***The indirect relationship between business strategy and SME performance by making competitive advantage intervening***

The twelfth hypothesis testing in this dissertation study states that the indirect relationship involving variables is a positive and significant effect. So it can be interpreted that improving the performance of SME businesses can be achieved along with the competitive advantage factor owned by a business is also adequate. The fundamental factor to support both of these is the role of the business strategy (business strategy).



***The indirect relationship between knowledge sharing on SME performance by making business strategy and competitive advantage intervening***

The direct relationship that has been described previously explains the urgency between variables that are interconnected positively and significantly. Through empirical testing this thirteenth hypothesis states the interpretation of the relationship between variables indirectly including urgent and vital in its implementation and positive and significant effect. It can be concluded that the support of knowledge sharing factors influences efforts to run business strategies effectively and efficiently. Constantly, if it can go hand in hand, it will provide the strength and competitiveness of an industry to navigate competition. So with this strength of capital an increase in the performance of a business can be achieved as desired

***An indirect relationship between market orientation and competitiveness advantage by making knowledge sharing and business strategy intervening***

The direct relationship that has been described previously explains the urgency between variables that are interconnected positively and significantly. Through empirical testing this fourteenth hypothesis concluded that the interpretation of the relationship between these indirect variables including urgency and vital in its implementation and positive and significant effect. That in order to achieve competitive advantage, market orientation can be one of the strategic factors in doing business then this is maximized through increased knowledge sharing to all internal businesses. One of the fundamental factors to support both of these is the role of business strategy and knowledge sharing.

***The indirect relationship between entrepreneurship insight on SME performance by making innovation intervening***

The results of testing on the fifteenth hypothesis also states that the relationship between variables has a positive and significant effect. It can be concluded that the performance of a business can be achieved due to innovations made by business people. Innovation is a strong reason for a business to move forward and survive. Fulfillment of aspects of innovation can be realized as the ability and insight of a businessman in seeing opportunities.

***An indirect relationship between market orientation and SME performance by making entrepreneurship insight and innovation intervening***

The direct relationship that has been described previously explains the urgency between variables that are interconnected positively and significantly. Through empirical testing this sixteenth hypothesis concluded that the interpretation of the relationship between these indirect variables including urgency and vital in its implementation and positive and significant effect. The closeness of the relationship that needs to be improved in terms of improving business performance must be in line with the capacity and capabilities of a businessman. This is manifested in the concept of entrepreneurship insight. The key to the success of a business lies in these capabilities, so that efforts to run innovation processes that are oriented to market needs can be optimally implemented.

Based on the results of the study discussion and review of hypotheses in this study provides an overview of the findings of the research findings as follows:

1. Based on the order of direct relationship dominance, it states that the relationship / influence between Business Strategy (Y2) on Competitive Advantage (Z2) is the most dominant relationship among the effects of other variables. The relationship between these variables falls into the dominant category of Class I. X1) towards Innovation (Y1) is included in the dominant category of class II,

and finally the relationship / influence between Knowledge sharing (X3) on Business Strategy (Y2) is included in the class III dominant category.

2. The order of relationship dominance indirectly states that the relationship / influence between Knowledge sharing (X3) on Competitive Advantage (Z2) by making Business Strategy (Y2) as an intervening variable is the most dominant relationship among the effects of other variables the relationship between these variables is included in dominant category class I. Then the influence of Market orientation (X2) on Business Strategy (Y2) by making Knowledge sharing (X3) as an intervening variable entered in the dominant category of class II, and finally the relationship / influence between Market orientation (X2) on Innovation (Y1) by making Entrepreneurship insight (X1) an intervening variable in the class III dominant category.
3. Theoretical and managerial implications used in this study provide an explanation that the concept of resource-based view (RBV), TAM (technology acceptance model) and CCT (consumer culture theory) are relevant to the case examples that occur in digital-based SME business activities so that they give birth some managerial implications in order to provide an overview of strategies for similar digital-based businesses in the future.

## ***Conclusion and Suggestion***

### **Conclusion**

The results of this study provide several main conclusions as explained below:

1. The results of testing the hypothesis directly states that all variables have a significant and positive influence, including:
  - a. Market orientation has a positive and significant influence on entrepreneurship insight
  - b. Entrepreneurship insight has a positive and significant effect on innovation
  - c. Innovation has a positive and significant effect on SME Performance
  - d. Market orientation has a positive and significant influence on knowledge sharing
  - e. Knowledge sharing has a positive and significant effect on business strategy.
  - f. Business strategy has a positive and significant effect on competitive advantage
  - g. Competitive advantage has a positive and significant effect on SME Performance
2. The results of testing the hypothesis indirectly state that all variables have a significant and positive influence, including:
  - a. Market orientation has a positive and significant influence on business strategy by making knowledge sharing an intervening variable
  - b. Knowledge sharing has a positive and significant effect on Competitive advantage by making Business strategy an intervening variable
  - c. Market orientation has a positive and significant effect on competitive advantage by making knowledge sharing and business strategy intervening variables
  - d. Market orientation has a positive and significant influence on Innovation by making entrepreneur insight an intervening variable
  - e. Business strategy has a positive and significant effect on SME Performance by making competitive advantage an intervening variable
  - f. Knowledge sharing has a positive and significant effect on SME performance by making business strategy and competitive advantage an intervening variable
  - g. Market orientation has a positive and significant effect on competitive advantage by making knowledge sharing and business strategy intervening variables
  - h. Entrepreneurship insight has a positive and significant effect on SME performance by making innovation an intervening variable

- i. Market orientation has a positive and significant influence on SME performance by making entrepreneurship insight and innovation an intervening variable
3. The relevance of RBV, TAM and CCT theory to this study provides a full picture of the urgency of applying each variable to improve competitiveness and competitive advantage in business to improve business performance.

### **Suggestion**

Based on the results of the study on the subject of discussion and conclusions that have been interpreted, the suggestion that is then submitted is the results of this study empirically prove the relationship between entrepreneurship insight is important for a businessman. Next factor needed is the ability of business people to see future business patterns that are market-oriented (suppliers, customers, industries) that aim as a competitive power and access to achieve various innovations effectively and efficiently. Furthermore the knowledge sharing factor is also important to be implemented in its main business that operates on a digital basis.

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