

# ANALYSIS OF THE INFLUENCE OF MARKET ORIENTATION AND KNOWLEDGE MANAGEMENT ON COMPETITIVE ADVANTAGE

M Rizal Maulana<sup>1,\*</sup>, R Deni Muhammad Danial<sup>2</sup>, Kokom Komariah<sup>3</sup>

<sup>1,2,3</sup> Universitas Muhammadiyah Sukabumi

Jl. R. Syamsudin, S.H. No. 50, Cikole, Kec. Cikole, Kota Sukabumi, Jawa Barat 43113

< rizal012@ummi.ac.id >

## ARTICLE INFO

Keywords: Market Orientation;  
Knowledge Management;  
Competitive Advantage



Received: April 14, 2022

Received in revised:  
May 23, 2022

Accepted: June 3, 2022

Published: June 31, 2022

Open Access

## ABSTRACT

This research will focus on the SME creative industry, especially the craft sub-sector. In general, the craft industry must be able to produce quality products at competitive prices as their competitive advantage. From every fact that occurs in the field, the products offered by Craft MSMEs in Sukabumi Regency generally have high selling prices. This is because local craft products are made using human power and hands (handmade). Thus, most handmade products are not sold in large quantities and the price makes these products expensive. This study aims to determine the effect of market orientation and knowledge management on competitive advantage. The method used in this research is descriptive method and associative method with a quantitative approach. The sampling technique used by the researcher is the saturated technique, namely a number of 35 craft SMEs in Sukabumi Regency. The data analysis technique used is multiple linear regression analysis which includes the coefficient of determination, multiple correlation coefficient and partial test (t test). The results of the study using the t test showed that market orientation (X1) had a significant effect on competitive advantage (Y) and knowledge management (X2) had a significant effect on competitive advantage (Y). The contribution of market orientation and knowledge management variables to competitive advantage is 78%. While the remaining 22% is influenced by other variables outside this regression equation or variables that are not examined.

Keywords: Market Orientation; Knowledge Management; Competitive Advantage

## 1. Introduction

In growing the economic growth of the community, MSMEs have a major contribution, especially in developing countries. The positive impact can move the wheels of the nation's economy and reduce the number of unemployed. Based on data from the Ministry of Cooperatives and Small and Medium Enterprises of the Republic of Indonesia, there are 2,027 MSMEs in Sukabumi Regency (Ministry of Cooperatives and Small and Medium Enterprises of the Republic of Indonesia, 2022). MSME is one of the potential employment expansion to overcome unemployment and poverty. Development in terms of creating direct employment opportunities in the form of independent work, micro-enterprises, or small businesses.

Gaining a competitive advantage is a major challenge for companies operating in today's business environment. Before formulating its marketing strategy, the company must observe environmental factors and understand the goals, strengths, and weaknesses of its competitors to identify opportunities and threats that may occur. Basically there is a link between competitive position and business

strategy, where each company occupies a different competitive position (Kawurian, 2014). Competition is one of the factors that are often studied related to internal factors and external factors that affect performance, as external factors have a stronger influence on the competitive advantage of SMEs than internal factors (Osmani, 2015). Competition is the biggest challenge, especially business competition related to local competitors compared to foreign competitors (Africa, 2016). Currently, the number is increasing and continues to develop products or services produced as an effort to maintain competitive advantage that has a significant effect on the performance of MSMEs, so it is necessary to focus more on regulating and reviewing the factors that contribute to competitive advantage in order to survive in the competition (Sinaga & Gallena, 2003). 2018).

The factor that influences competitive advantage is market orientation (Yuniari, et., al. 2018). The growth and survival of MSMEs depends on several important factors including the quality of services offered to consumers so that they can meet their expectations, and this

\* C M Rizal Maulana

E-mail addresses: [rizal012@ummi.ac.id](mailto:rizal012@ummi.ac.id) (M Rizal Maulana)

2614-6983/ © 2022 P3M Politeknik Negeri Bengkalis. All rights reserved.

can help attract new consumers and retain old customers in order to realize competitive advantage and better business performance because service quality can affect satisfaction. consumer. So as long as the MSME sector can continue to improve the quality of its services, it will be able to increase its competitive advantage that is better than its competitors.

According to Rizki Zulfikar (2018:292) put forward an important statement about market orientation "Market orientation viewed as the most impactful and efficient organizational culture in shaping the behaviors necessary for the creation of superior value for buyers and thus continuously making superior performance for business."

According to Aris Mardiyono (2018: 564) "Market orientation is something that is important to the company in line with increasing global competition and changes in customer needs where the company realizes that they must always deck with the market." Which means that: market orientation is something important for companies in line with increasing global competition and changing customer needs where companies realize that they must always adapt to the market.

From the explanation above, it can be concluded that market orientation is looking for information related to market needs for business development.

Several indicators used to measure market orientation are customer orientation, competitor orientation and inter-company coordination in the research conducted by Rizki Zulfikar, et al (2018) consisting of three indicators, namely:

#### 1. Customer orientation

Customer orientation not only governs the process, but a culture that emphasizes the customer as the center of planning and implementation to create superior value for an organization.

#### 2. Competitor Orientation

The application of competitor orientation has two objectives, namely in the short term the company seeks to understand the strengths and weaknesses of both current competitors and potential competitors in the future. Meanwhile, in the long term, companies must understand what capabilities and strategies they are using.

#### 3. Coordination between Intra-Company Functions

Reflecting the coordinated utilization of all existing resources within the company in order to create superior customer value for target buyers. To be able to provide the right response to customers, it is necessary to coordinate the use of resources within the company between various departments, coordination in the context of integrating these resources is closely related to customer and competitor orientation.

For MSMEs that have made market orientation not only focused on understanding consumer character but also making it an organizational culture that can create behaviors to create superior value for buyers and superior performance for companies, it will make it easier to develop strategies to achieve success based on external basic needs, wants and market demands that are better than its competitors, so it can be said that market orientation can affect competitive advantage (Sulistyawati & Semarang, 2019). The focus of attention on market orientation and competitive advantage can be a characteristic of MSMEs in achieving sustainable business survival so that it is not only enough to understand the market but also needs to build the commitment of leaders and employees to continue to learn faster than competitors so as to produce superior performance (Profile, 2018).

Another factor that influences competitive advantage is knowledge management. One of the resources that can be highlighted is knowledge resources. Knowledge management is a strategy to identify the knowledge possessed so that the creation of a competitive advantage can improve overall performance. Knowledge management is the management of company knowledge and intellectual assets that can improve organizational performance characteristics and add value by enabling a company to act smarter (Khan, 2012). Knowledge management is one of the management tools that can be used to support the achievement of organizational goals and demonstrate competitive advantage so as to create good organizational performance.

Knowledge is recognized as an important asset and strength in the organization. In the modern economy, organizations that utilize knowledge are organizations that have a competitive advantage. This competitive advantage is realized through full utilization of information and data combined by utilizing the skills, ideas, commitment and motivation of employees. Therefore, the following is the definition of management:

1. (Dalkir, 2011) states that knowledge management is an orderly and structured coordination within an organization that manages human resources, technology, processes and organizational structures in order to increase value through reuse and innovation.
2. Megantoro et al., (2014) stated that knowledge management is a management tool that can be used to contribute to the achievement of organizational goals and demonstrate competitive advantage so as to create good organizational performance.
3. And according to Andreas Budihardjo (2018) states that knowledge management is a very important discipline and focuses on transferring knowledge, skills, and effec-

tive work behavior within a company or organization.

The key or indicator for knowledge management is the focus on creation, sharing and transfer (Howell & Annansingh 2013; Veer Ramjeawon & Rowley 2017). The following are indicators in knowledge management:

1. Knowledge Creation

Bajwa et al. (2015) say knowledge creation requires an environment that fosters creativity through the creation of new ideas, while the commercialization of knowledge demands a well-regulated and systematic process. According to Kao & Wu (2016) new knowledge is created and transferred to various levels of the organization through four indicators:

- 1) Socialization, in the creation of knowledge, socialization is useful for encouraging employees to know each other in informal meetings and exchange roles between employees in the company or organization (Tyagi et al. 2015)
- 2) Externalization, in the creation of externalization knowledge related to information technology and systems (Bashir Memon et al. 2017).
- 3) Combination, namely changing explicit knowledge into new and more systematic knowledge, then disseminated among individuals within the organization (De Aguiar & Paterson 2017; Sasaki 2017).
- 4) Internalization, in internalizing knowledge creation, changing explicit knowledge into tacit knowledge within an organization (Sasaki, 2017)

2. Knowledge Sharing

Knowledge sharing is the main source for maintaining a competitive advantage, helping every employee, improving employee skills and experience for every employee in a company or organization (Abzari et al. 2016; Naeem et al. 2017; Naim et al. 2017). According to Becerra-Fernandez and Sabherwal (2010), the sub-indicators of knowledge sharing are as follows:

- 1) Employees gain knowledge from work experience
- 2) Employees can gain various knowledge through internships
- 3) And can access SOPs to get the information needed.

This research will focus on the SME creative industry, especially the craft sub-sector. In general, the craft industry must be able to produce quality products at competitive prices as their competitive advantage. To optimize the performance of the craft industry, it is necessary to make maximum efforts to be able to compete in both the domestic and foreign markets. From every fact that occurs in the field, the performance of the craft industry is still good, although they are still constrained in setting prices. The products offered by Craft

SMEs in Sukabumi Regency have high selling prices, this is because local craft products are made using human power and hands (handmade). So, mostly handmade products are not sold in large quantities, so the price makes these products expensive.

Based on this background, researchers are interested in conducting research in Sukabumi Regency related to market orientation and Knowledge management, with the title "Analysis of the Effect of Market Orientation and Knowledge Management on Competitive Advantage (Case Study on Craft SMEs in Sukabumi Regency)".

2. Research Methods

The method used in this study is a quantitative method with a descriptive and associative approach. The researcher determined that the population in this study was Craft SMEs in Sukabumi Regency. The sampling technique in this study used a saturated sample. And in this case the Craft MSMEs in Sukabumi Regency, amounting to 35 MSMEs.

The data analysis techniques in this study are: Product Moment Correlation, Coefficient of Determination, Multiple Regression Analysis, F Test, and T Test.

3. Discussion Result

Product Moment Correlation

To test how much influence Market Orientation (X1) and Knowledge Management (X2) have on Competitive Advantage (Y) on Craft SMEs in Sukabumi Regency, the Product Moment Correlation technique is used. According to Sugiyono (2017), Product Moment Correlation is, "to test the hypothesis between one independent variable and one dependent variable".

Product Moment Correlation can be calculated by the following formula:

$$R_{yx_1x_2} = \sqrt{\frac{r_{yx_1}^2 + r_{yx_2}^2 - 2r_{yx_1}r_{yx_2}r_{x_1x_2}}{1 - r_{x_1x_2}^2}}$$

Information :

ryx = number of data pairs X and Y

∑xy = the product of the total number of variables X and Y

∑x<sup>2</sup> = square of the total number of variables X

∑y<sup>2</sup> = square of the total number of variables Y

The results of the product moment correlation test are as follows:

Table 1. Product Moment Correlation

.Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.883 <sup>a</sup>	.780	.767	2.19516

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

b. Dependent Variable: Competitive Advantage  
 Sumber : Results of Questionnaire Data Processing, 2022

The results of the table above show that the results obtained by the R number are 0.883. The calculation results that have been obtained can then be interpreted as to the strength of the relationship using the guidelines as shown in the following table:

Table 2. Correlation Coefficient According to Guilford Kriteria Criteria

Ordinal Coefficient	Relationship Level
0,00 – 0,199	Very Low
0,20 – 0,399	Low
0,40 – 0,599	Medium
0,60 – 0,799	Strong
0,80 – 1,000	Very Strong

Source: Sugiyono (2017)

Based on the correlation coefficient table above, the results of the correlation calculation yield a value of 0.883 with a 95% confidence degree and a significant level of = 0.05, the value is in the 0.80 - 1,000 category. This shows that there is a very strong relationship between market orientation (X1) and Knowledge management (X2) on competitive advantage (Y) in Craft MSMEs in Sukabumi Regency.

**Coefficient of Determination**

Then to find out the contribution of the influence of variables X1 and X2 to Y using the coefficient of determination formula according to Sugiyono (2014) as follows:

$$Kd = r^2 \times 100\%$$

Where:

Kd = Coefficient of determination

r = Correlation coefficient

The coefficient of determination to see some percentage (%) of market orientation and knowledge management variables (variable X) and competitive advantage (variable Y). To predict how far the change in the value of the dependent variable when the value of the independent variable is changed, that is by using multiple linear regression analysis.

It is known that the results of market orientation (x<sub>1</sub>) and knowledge management (x<sub>2</sub>) on competitive advantage (y) are as follows:

$$R = 0.883$$

so it can be calculated:

$$Kd = 0.883 \times 100\%$$

$$= 78\%$$

Criteria for coefficient of determination:

If "kd" is close to 0, then the influence of variable X on variable Y is weak

If "kd" is close to 1, then the influence of variable X on variable Y is strong.

Based on the results of the calculation of the coefficient of determination, it can be seen that the coefficient of determination between X1 and X2 against Y is 78% close to number one, so the model is considered to be better. so it can be concluded that the independent variables of market orientation and knowledge management variables are able to explain the dependent variable of competitive advantage. the researcher can explain that between the magnitude of the influence of the market orientation variable (X1) and the knowledge management variable (X2) on the competitive advantage variable (Y) is 78% while the rest of the other influences not examined by the researcher are 22%.

**Multiple linear regression**

Multiple linear regression is an activity to find out the relationship Sugiyono (2017), "Multiple regression analysis is used by researchers, to predict how the condition (up and down) of the dependent variable, if two independent variables as predictor factors are manipulated (increase in value)".

In this study, researchers used multiple linear regression equations because the independent variables in the study were more than one. The multiple linear regression equation according to Sugiyono (2017) can be formulated as follows:

$$Y^* = a + b_1X_1 + b_2X_2$$

Information:

Y\* = Subject in the predicted dependent variable

X = Independent variable

a = Price of Y when X = 0 (constant price)

b = Number or regression coefficient which shows the increase or decrease in the dependent variable caused by changes in the independent variable.

The results of the multiple linear regression analysis are as follows.

Table 3. Table of Multiple Linear Regression Calculation Results

Model	Coefficients <sup>a</sup>				
	Unstandardize d Coefficients B	Standar dized Coefficients Beta	Standar Error Std. Error	t	Sig.
(Constant)	-3.725		2.632	-1.415	.167
Market Orientation	.319	.157	.319	2.036	.050
Knowledge Managemen t	.635	.166	.597	3.814	.001

a. Dependent Variable: Competitive Advantage

Source: Results of Questionnaire Data Processing, 2022

Based on the table above, it can be seen that the value of the multiple linear regression equation is as follows:

Information:

$$b_1 = 0.319$$

$$b_2 = 0.635$$

Furthermore, the multiple linear regression equation for the employee performance variable is obtained as follows:

$$Y = -3.725 + 0.319 X_1 + 0.635 X_2$$

Based on the above equation, it is known that there is a positive influence between market orientation ( $X_1$ ) and knowledge management ( $X_2$ ) on competitive advantage ( $Y$ ). The above equation means that competitive advantage will increase if market orientation and knowledge management are further improved. The regression coefficient for market orientation of 0.319 is smaller than the regression coefficient for knowledge management of 0.635.

### Feasibility Test (F)

Aims to determine the joint strength of the independent variable on the dependent variable. This research plan is to find out how much influence market orientation and knowledge management have on competitive advantage in Craft MSMEs in Sukabumi Regency.

The significant F test is the variation of the dependent variable that is explained by a number of percent by the independent variables together and is a result that is truly real and does not occur by chance. When a simultaneous hypothesis test or F test is to be carried out, there are the following provisions:

1. If  $F_{count} \geq F_{table}$  then  $H_1$  is accepted and  $H_0$  is rejected.
2. If  $F_{count} < F_{table}$  then  $H_1$  is rejected and  $H_0$  is accepted.

The following are the results of the f-test calculations that have been calculated using the IBM SPSS 26 software:

Table 4. Model Feasibility Test Results (F Test)

ANOVA <sup>a</sup>						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	547.687	2	273.844	56.829	.000 <sup>b</sup>
	Residual	154.199	32	4.819		
	Total	701.886	34			

a. Dependent Variable: Competitive Advantage

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

Source: Results of Questionnaire Data Processing, 2022

Based on the results of the research contained in table 5, it can be said that on market orientation and knowledge management towards competitive advantage in Craft SMEs in Sukabumi Regency, the  $f_{count}$  results are 56,829, after that the results of  $f_{count}$  are compared with  $f_{table}$  results. Where  $f_{table}$  is searched based on et al. numerator = k and dk denominator =  $(n-k-1) = 35 - 2 - 1 = 32$ , with an error rate used by the researcher of 10%, with dk in the numerator 2, and dk in the denominator 32, then we get  $f_{table}$  value 3.29.

From the results of the f test, the researcher knows that the  $f_{count}$  value is  $56,829 > f_{table}$  3.29. The results show that  $f_{count} > f_{table}$ . Therefore, the results of the ANOVA hypothesis can be accepted because all independent (free) variables are eligible to explain the dependent (bound) variable analyzed by the researcher.

### Hypothesis Test (t Test)

The t-test aims to determine the strength of each independent variable on the dependent variable. This research plan is to find out how much influence market orientation and knowledge management have on competitive advantage in Craft MSMEs in Sukabumi Regency.

To test the significant effect of variable X on variable Y, the t-test formula according to Sugiyono (2017) is as follows:

$$t = \frac{r\sqrt{n-2}}{\sqrt{1-r^2}}$$

Where :

r = correlation coefficient value

n = number of samples

t = t count which will then be compared with t table

The price of t is then compared with the price of t table with  $df = n-1$  then the conditions are:

1. If  $t_{count} \geq t_{table}$  then  $H_0$  is rejected and  $H_1$  is accepted.
2. If  $t_{count} < t_{table}$  then  $H_0$  is accepted and  $H_1$  is rejected.

Table 5. Market Orientation Test Results ( $X_1$ ) Against Competitive Advantage (Y)

Coefficients <sup>a</sup>						
Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.		
					B	Std. Error
1	(Constant)	-3.725	2.632	-1.415	.167	
	Market Orientation	.319	.157	.319	2.036	.050



Knowledge Management	.635	.166	.597	3.814	.001
----------------------	------	------	------	-------	------

a. Dependent Variable: Competitive Advantage  
Source: Results of Questionnaire Data Processing, 2022

Based on the results of data analysis in table 6, it can be said that the t-value of market orientation towards competitive advantage is 2.036. then look for the ttable with a significance level of 5% or 0.05, the t-table value is 2.032. so it can be seen that the value of tcount 2.036 > ttable 2.032 so it can be said that there is an influence between market orientation (x1) on competitive advantage (y). This shows that the higher the market orientation, the higher the competitive advantage for Craft SMEs in Sukabumi Regency. These results are in line with research conducted by Papadas, et al., (2018); Udriyah, et al., (2019); Pratono, et al., (2019) and Na, et al., (2019) which state that there is an influence of market orientation on competitive advantage.

In the business world, competition is not something new, in fact it is a consequence that will certainly occur, both healthy and dirty competition which justifies any means to bring down business opponents. Therefore, as a business person, you must be ready to handle every possibility that will occur. So far, it can be said that it is very responsive to each competitor's actions and handles them with a more humane approach and tends to choose the peaceful way in order to build healthy competition.

Table 6. Knowledge Management Test Results (X2) Against Competitive Advantage (Y)

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
1 (Constant)	-3.725	2.632		-1.415	.167
Market Orientation	.319	.157	.319	2.036	.050
Knowledge Management	.635	.166	.597	3.814	.001

a. Dependent Variable: Competitive Advantage

Source: Results of Questionnaire Data Processing, 2022

Based on the results of data analysis in table 6, it can be said that the t-value of knowledge management for competitive advantage is 3.814. then look for the ttable with a significance level of 5% or 0.05, the ttable value is 3.814. so that it can be seen that the value of tcount is 3.814 > ttable 2.032 so it can be said that there is an influence

between knowledge management (x2) on competitive advantage (y). This shows that the higher the knowledge management, the higher the competitive advantage of SMEs. These results are in line with research conducted by Sofani, et al., (2017); Muchta et al., (2018); which states that there is an influence of knowledge management on competitive advantage.

One of the resources that can be highlighted is knowledge resources. Knowledge management is a strategy to identify the knowledge possessed so that the creation of a competitive advantage can improve overall performance. Knowledge management is the management of company knowledge and intellectual assets that can improve organizational performance characteristics and add value by enabling a company to act smarter. Knowledge management is one of the management tools that can be used to support the achievement of organizational goals and demonstrate competitive advantage so as to create good organizational performance.

## 5. Conclusions & Suggestions

Based on the results of the research, discussion and data analysis techniques carried out by researchers regarding the analysis of the influence of Market Orientation and Knowledge Management on Competitive Advantage (Case Study on Craft SMEs in Sukabumi Regency). So the researchers can take the following conclusions:

1. The effect of market orientation on competitive advantage that occurs in Craft SMEs in Sukabumi Regency shows a positive and significant influence. This is indicated by the result that tcount is greater than ttable with tcount 2.036 > ttable 2.032.
2. The influence of knowledge management on competitive advantage that occurs in Craft SMEs in Sukabumi Regency shows a positive and significant influence. This is indicated by the result that tcount is greater than ttable with tcount 3.814 > ttable 2.032.

Based on the conclusions above, the research results are expected to be used as study material and alternative references for further researchers who are interested in studying market orientation and knowledge management towards competitive advantage. However, this study still has various limitations, such as the number of samples carried out in this study was only 35 samples at Craft SMEs in Sukabumi Regency. For this reason, the researcher suggests to further researchers to increase the number of samples by studying other MSME sub-sectors.

## 6. References

- Abzari, M, Shahin, A & Abasaltian, A 2016, 'Studying the impact of personality constructs on employees' knowledge sharing behavior through considering the mediating role of intelligent competencies in project-oriented organizations', *Modern Applied Science*, vol. 10, no. 6, pp. 194-204
- Africa, S. (2016). "Factors affecting the performance of small and medium enterprises in Factors affecting the performance of small and medium enterprises in KwaZulu-Natal, South Africa.[https://doi.org/10.21511/ppm.14\(2-2\).2016.03](https://doi.org/10.21511/ppm.14(2-2).2016.03)
- Albi Anggito, J. S. (2018). Metodologi Penelitian Kualitatif. In CV. *Jejak*.
- Arbawa, Delta Lexi dan Paulus Wardoyo. "Keunggulan Bersaing : Berpengaruh terhadap Kinerja Pemasaran (Studi pada UMKM Makanan dan Minuman di Kabupaten Kendal)". *Jurnal Program Studi Magister Manajemen*. Universitas Semarang. ISSN : 1979-4800 (cetak), ISSN : 2580-8451 (online).
- Bajwa, SU, Kitchlew, N, Sair, SA & Shahzad, K 2015, 'Shifts in themes of knowledge management field-towards dynamic fractal organizations', *Science International*, vol. 27, no. 1, pp. 523-9
- Bashir Memon, S, Syed, S & Arain, GA 2017, 'Employee involvement and the knowledge creation process: An empirical study of pakistani banks', *Global Business and Organizational Excellence*, vol. 36, no. 3, pp. 53-63.
- Becerra-Fernandez, I., & Rajiv Sabherwal. (2010). Knowledge Management Systems and Processes. In M.E. Sharpe, Inc.
- Budihardjo, Andreas 2018 Knowledge Management. Presetya Mulya Publishing, Universitas Prasetya Mulya. Cilindak barat Jakarta
- Cummings, T.G., dan Worley C.G. 2015. Organizational Development and Change. *Journal Organizational Development*
- Dalimunthe, Muhammad Bukhori. 2017. "Keunggulan Bersaing melalui Orientasi Pasar dan Inovasi Produk". *Jurnal Konsep Bisnis dan Manajemen*. Vol 3 No.1 2017. ISSN : 2407- 2648 (Print), ISSN : 2407-263X (Online).
- Dalkir, K. (2011). Knowledge management. In *Understanding Information Retrieval Systems: Management, Types, and Standards*. <https://doi.org/10.4018/jksr.2012070105>
- David, F. R. (2011). *Strategic Management: Concepts and Cases* (Edition 13). Pearson Education.
- Dewi, N. P. D. E., & Seminari, N. K. (2017). Pengaruh Strategi Diferensiasi Terhadap Upaya Membangun Keunggulan Bersaing Pada Hotel Alila Ubud. *E-Jurnal Manajemen Unud*.
- Dewi, Ni Putu Diah Erna dan Ni Ketut Seminari. 2017. "Pengaruh Strategi Diferensiasi terhadap Upaya Membangun Keunggulan Bersaing pada hotel Alila Ubud". *E-jurnal Manajemen Ubud*. Universitas Udayana Bali. Vol.6, no. 11, 2017. ISSN : 2302-8912.
- Endriana, Y., Arifin, Z., Handayani, S. R., Ilmu, F., Universitas, A., & Malang, B. (2014). Pengaruh Knowledge Management dan Strategic Partner Human Resources Terhadap Perencanaan Strategik dan Kinerja Organisasi. *Jurnal Administrasi Bisnis Universitas Brawijaya*, 8(2), 1–3.
- Fachrunnisa, O., Tjahjono, H. K., & Palupi, M. (2018, March). Cognitive collective engagement in virtual collaborative team. In *2018 7th International Conference on Industrial Technology and Management (ICITM)* (pp. 390-393). IEEE.
- Hamid, D. (2015). Konsep Manajemen Strategi dan Kebijakan Bisnis. *Modul Kebijakan Bisnis*.
- Harmen, H. (2018). Pengaruh Talent Management dan Knowledge Management Terhadap Kinerja Karyawan PT. Perkebunan Nusantara II (Survei Pada Kantor Direksi Tanjung Morawa). *Jkbn (Jurnal Konsep Bisnis Dan Manajemen)*, 4(2).
- Hartini, S. (2013). Hubungan orientasi pasar, strategi bersaing, kewirausahaan korporasi dan kinerja perusahaan. *EKUITAS (Jurnal Ekonomi dan Keuangan)*, 17(1), 39-53.
- Howell, KE & Annansingh, F 2013, 'Knowledge generation and sharing in UK universities: A tale of two cultures?', *International Journal of Information Management*, vol. 33, no. 1, pp. 32-9.
- Husaen, U. (2011). *Metode Penelitian Untuk Skripsi dan Tesis Bisnis Edisi 11*. PT Raja Grafindo Persada. <http://www.rajagrafindo.co.id/produk/metode-penelitian-untuk-skripsi-dan-tesis-bisnis-ed-revisi/>
- Kao, S-C & Wu, C 2016, 'The role of creation mode and social networking mode in knowledge creation performance: Mediation effect of creation process', *Information & Management*, pp. 1-14, <<http://dx.doi.org/10.1016/j.im.2016.03.002>>.
- Kawurian, S. S. (2014). Analisis Strategi Pemasaran Bersaing Dalam Industri Perhotelan Di Kota Yogyakarta. *Jurnal Manajemen*, 1-11.
- Khan, R.A. (2012). "Knowledge Management: A Framework for Competitive Advantage". *Global Journal*

- for Information Technology and Computer Science, 1 (1).
- Lexy J. Moleong, D. M. A. (2019). Metodologi Penelitian Kualitatif (Edisi Revisi). *PT. Remaja Rosda Karya*. <https://doi.org/10.1016/j.carbpol.2013.02.055>
- Mardiyono, Aris. 2018. "The Effect of Market Orientation, Technology Orientation to Increase Marketing Performance on Confection Medium Small Business in Indonesia". *Scholar Journal of Economics, Business and Management (SJEBM)*. Vol 5 No. 7 2018. ISSN : 2348-8875 (Print), ISSN : 2348-8875 (online).
- Megantoro, R. G., M. Miyasto, dan M. Rahardjo. 2014. Pengaruh Budaya
- Muchtar, M. K., Miyasto, M., & Rahardja, E. (2018). Pengaruh Orientasi Kewirausahaan, Knowledge Management, dan Strategi Kemitraan terhadap Keunggulan Bersaing serta Implikasinya pada Kinerja Perusahaan (Studi pada UMKM Kerajinan Logam Kecamatan Cepogo Kabupaten Boyolali). *Jurnal bisnis strategi*, 27(2), 137-149.
- Nisa, R. C., Astuti, E. S., & Prasetya, A. (2016). Pengaruh Manajemen Talenta Dan Manajemen Pengetahuan Terhadap Kinerja Karyawan (Studi pada Karyawan PT. PLN (Persero) Distribusi Jawa Timur, Surabaya). *Jurnal Administrasi Bisnis*, 39(2), 141-148.
- Osmani, E. (2015). Importance of external and internal environment in creation of competitive advantage to smes ( case of smes , in the northern region of, 11(13), 120–130.
- Paryanti, Ratna. 2015. "Pengaruh Strategi Diferensiasi terhadap Keunggulan Bersaing (Studi pada Hotel Resty Menara Pekanbaru)". *JOM FISIP*. Universitas Riau. Vol. 2, no. 2, Oktober 2015.
- Pengertian statistik deskriptif dan statistik inferensial -globalstats academic. (n.d.). profile, s. e. e. (2018). Orientasi pasar dan keunggulan bersaing (studi kasus penjualan komputer).
- Prasidyajati, Gilang. 2014. "Pengaruh Keunggulan Bersaing Melalui Kinerja Bisnis". *SKRIPSI*. Universitas Diponegoro Semarang.
- Puryantini, N., Arfati, R., & Tjahjadi, B. (2017). Pengaruh Knowledge Management terhadap kinerja organisasi dimediasi inovasi di organisasi penelitian pemerintah. *Berkala Akuntansi dan Keuangan Indonesia (BAKI)*, 2(2), 21-38.
- Rachmadinata, N. S., & Ayuningtias, H. G. (2017). Pengaruh manajemen talenta terhadap kinerja karyawan Lintasarta kota Jakarta. *Jurnal Manajemen Indonesia*, 17(3), 197-204.
- Riduwan, & Kuncoro, E. A. (2014). *Cara Menggunakan dan Memaknai Analisis Jalur (Path Analysis)*. Alfabeta.
- Riduwan. (2018). *dasar dasar statistika (P. dwijaya iswarta (ed.))*. Alfabeta, Cv.
- Sanjaya, H. Ghozali, I.(2016). Aplikasi Analisis Multivariete dengan Program IBM SPSS 23 (VIII). Semarang: Badan Penerbit Universitas Diponegoro.
- Sasaki, Y 2017, 'A note on systems intelligence in knowledge management', *The Learning Organization*, vol. 24, no. 4, pp. 1-13.
- Sekaran, U., & Bougie, R. (2016). Reserach Methods for Bussiness A Skill-Bulding Approach. *Printer Trento Srl*.
- Setiawan, H. (2012). pengaruh orientasi pasar, orientasi teknologi dan inovasi produk terhadap keunggulan bersaing usaha songket skala kecil di kota Palembang. *Orasi Bisnis: Jurnal Ilmiah Administrasi Niaga*, 8(2).
- Sinaga, V. C., & Gallena, J. T. (2018).The Influence of Competitive Advantage on Firm Performance of Small Medium Enterprises ( SMEs ), Lembang , Bandung , Indonesia : Case Study, 119(12), 15199–15220.
- Sofani, A., Miyasto, M., & Djastuti, I. (2017). Kemitraan Dan Knowledge Management Sebagai Strategi Adaptasi Perubahan Lingkungan Bisnis Untuk Meningkatkankeunggulan Bersaing Berkelanjutan (Studi Empirik Kemitraan Pemasok Tembakau PT Djarum di Kabupaten Temanggung). *Jurnal Bisnis Strategi*, 26(2), 114-137.
- Sugiyono. (2014). Teknik Pengumpulan Data. *Metode Penelitian Kuantitatif, Kualitatif Dan R&D*. <https://doi.org/10.3354/dao02420>
- Sugiyono. (2017). Metode Penelitian Kuantitatif, Kualitatif dan R&D. Bandung: PT Alfabet. *Sugiyono. (2017). Metode Penelitian Kuantitatif, Kualitatif Dan R&D. Bandung: PT Alfabet*. <https://doi.org/10.1017/CBO9781107415324.004>
- Sulistiyawati, A. I., & Semarang, U.(n.d.). model keunggulan bersaing pada umkm, (Senima 3), 351–359.
- Taufiqurokman. (2016). *Manajemen Strategik*. Jakarta : Fakultas Ilmu Sosial dan Ilmu Politik Universitas Prof. Dr. Moestopo Beragama.
- Tyagi, S, Cai, X, Yang, K & Chambers, T 2015, 'Lean tools and methods to support efficient knowledge creation', *International Journal of Information Management*, vol. 35, no. 2, pp. 204-14
- Wanjiru .H. Kimani. (2016). Market Orientation And Business Performance In Kenyan



Sme's.

- Wheelen, T. L., & Hunger, D. J. (2012). Strategic Management and Business Policy Toward Global Sustainability Thirteenth Edition. *Strategic Management and Business Policy Toward Global Sustainability*.
- Yuniari, W., Nyoman, N., Yasa, K., & Giantari, I. G. A. K. (2018). The Role Of Competitive Advantage In Mediating The Influence Of Market Orientation On Internationalization And Marketing Performance : A Study On Silver Craft Smes In Celuk Village , Bali Province, 6(10), 55– 71.
- Yusuf Muri. (2019). Metode Penelitian Kuantitatif, Kualitatif & Penelitian Gabungan. In *Journal of Chemical Information and Modeling*.
- Zulfikar, Rizki dan Kamanda, RGP,. (2018). "Keberhasilan Usaha Pemilik Distro yang Tergabung Forum KICK Kota Bandung Sebagai Dampak dari Perilaku Inovatif dan Value CoCreation". Skripsi: Universitas Komputer Indonesia.