



## Effects of Corporate Environment And *Corporate Culture* On Entrepreneurial Orientation and Marketing Strategies As Well As Its Effects On Company Performance At Ciputra Group

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### ABSTRACT

Ciputra Group as one of the companies engaging in the field of property industry currently faces a growth namely there are many arising competitors. In this case, strategies taken by Ciputra Group play an important role since there was decreased sales on the first semester in 2015 namely by 90 percent. Then, PT Ciputra Property Tbk has to apply strategies of enhancing market target particularly to give attention to the middle to upper segments. It is also necessary for the company to give attention to the practices of marketing strategy management to ensure that the strategies are appropriate to be applied in the organizational environment. This research aims to prove and analyze the effects of corporate environment and corporate culture on company performance through mediation of entrepreneurial orientation and marketing strategy in Ciputra Group.

Type of research based on observation time is *crosssectional study*, type of use includes *explanatory study*. Samples of the research are 148 company representatives in Ciputra Group in parent company of PT Ciputra Surya Tbk. Data analysis technique used in this research is *Structural Equation Modelling (SEM)* with the assistance of *AMOS software*. Results of the analysis give conclusion that the corporate environment gives significant effects on entrepreneurial orientation and company performance, but no effects on marketing strategy. *Corporate Culture* has only significant effects on entrepreneurial marketing strategy, meanwhile there is insignificant effect on company performance. Then, both entrepreneurial orientation and marketing strategy have significant effects on company performance.

**Keywords:** corporate environment, *corporate culture*, entrepreneurship orientation, marketing strategy, company performance

## INTRODUCTION

Property industry faces growth and serves an important role for the economic growth. According to Bank Indonesia (BI), the property sector serves a very important role in the development of national economy. Until June 2017, the property sector faced growth by Rp 746,8 trillion or 12,1%. This number was lower than the previous month which had the growth by 13,7% (yoy) (Sandy, 2017). Observers think that property industry in 2018 would be predicted to keep increasing positively by 8% than in 2017. Currently, property with value less than 1 billion IDR is given more attention by the Indonesian market especially by millennium segment (Puspa, 2017).

National property market in 2018 would be predicted to be more positive, then it will follow the trend which has been formed along the first semester in 2017 (Puspa, 2017). Growth of property industry in Indonesia indicates increasing price of land, moreover, stable economic condition also triggers the growth in this sector. Also, improvement on middle class society in Indonesia correlates with improved purchasing power, so it also triggers increasing demands on houses. Progress in this property sector is also seen from each movement of housing property price which also faces increase in each period through Residential Property Price Index so it indicates quite high level of interest at property in Indonesia. This can be proven by a number of foreign companies entering and investing in the property sector in Indonesia (Tempo.co, 2016).

The growth of this property industry leads to one of the companies engaging in the property sector such as Ciputra Group face many arising competitors so it is required to think strategically in determining any appropriate strategies as well as have ability to transform inputs into effective strategies. The company must design strategies to achieve their goals, so it can achieve desired results in the forms of high competitiveness and profitability. Without any appropriate strategy supports, the company will face difficulty in surviving in the competition.

It is very important for Ciputra Group for making strategies since there was decreased sales during the first semester in 2015 namely by 90%. This leads to PT Ciputra Property Tbk makes a strategy of enhancing market targets especially for the middle to upper segment. Being guided by a research by Zhou *et al.* (2005), it can reveal that company performance can be defined as a level of success achieved on the use of various resources, use of process by effective and efficient ways, in which size of company performance can be stated in the forms of marketing performance and product performance. For the performance, Ciputra Group is required to always grow minimally 10% annually (General Meeting Of Shareholders).

According to Purba (2002:157) there are many successful construction service companies in running their business, but there are more number of companies facing no development and having no operation anymore, so company managers or owners are required to have the ability to create strategies which can make the company closer to its performance targets. One of the strategies is specific marketing strategies so it can build sustainable competition excellence (Bharadwaj *et al.*, 1993). The marketing strategy is one of the important strategies to assist improving company competitiveness in facing globalization and liberalization era (Karnelis, 2015:2).

In determining appropriate marketing strategies, it is necessary for ability to creative and active thinking which is called as *entrepreneurial orientation*. According to Lumpkin and Dess in Setiawan

(2015) the *entrepreneurial orientation* is entrepreneurial orientation having principle in the effort to identify and explore opportunity. The entrepreneurial orientation emphasizes on the spirit to create business innovation as refreshment from business bottlenecks which often can be seen in the initial stage of innovation (Zhou, et al, 2005).

The entrepreneurial orientation refers to process, practices and decision making leading to new inputs and has three aspects of entrepreneurship namely always innovative, proactively acting and risk-taking (Kertajaya, 2006). Innovative refers to an attitude of entrepreneurs to involve creatively in trial process on a new idea which enables to create new production method to create new product or service, both for current market or new market. Innovation ability relates to perception and activity on new and unique business activities, meanwhile proactive reflects entrepreneur willingness to dominate competitors through a combination as well as aggressive and proactive movement, such as introducing new product or service on competition and activity to anticipate future needs for creating changes and form environment.

Improved industrial performance is inseparable from the ability to deal with environmental changes. The corporate environment is defined as a group of threat factors for the entry of new entrants, suppliers, buyers of substitute products and the intensity of competition between competitors that influences on company's steps and competitive responses (Ghofar and Sunaryo, 2013). Each stage of company growth is the result of two environments in which the company does business, namely internal and external environments. Higher company ability to manage the internal environment will lead to more proactive company in looking for new opportunities, it will be more innovative and creative than its competitors, respond to changes that occur in the external environment well, dare to take risks and have the authority to carry out corporate decisions (Munizu, 2010). Industrial environmental factors whose elements are customers, suppliers, competitors and technology have a significant influence on the success of industrial businesses (Munizu, 2010).

The survival and growth of a company is not only determined by the success in managing finances based only on the strength of capital or money, but also is determined by its success in managing human resources. This can be done by creation of a good organizational culture. Organizational culture (*corporate culture*) is a key aspect of an organization, which each organization has a different culture to achieve its goals.

Based on several reviews of empirical and theoretical studies, there is novelty which shows the difference in the use of marketing strategy variables, which in most empirical reviews, it is use business strategy variables to determine the effect on a company performance. Another novelty lies in the use of organizational culture variable which are widely used in human resource management studies, while in this study, the organizational culture variable is used to predict the extent of its effect on entrepreneurial orientation and marketing strategies.

Based on this background, the purpose of this study is to prove and analyze:

1. Effects of corporate environment on entrepreneurial orientation.
2. Effects of corporate environment on marketing strategies.
3. Effects of corporate environment on company performance.
4. Effects of corporate culture on entrepreneurial orientation.

5. Effects of corporate culture on marketing strategies.
6. Effects of corporate culture on company performance.
7. Effect of entrepreneurial orientation on marketing strategies.
8. Effect of entrepreneurial orientation on company performance.
9. Effect of marketing strategy on company performance.

The results of the research are expected to contribute to Ciputra Group, especially PT. Ciputra Surya Tbk in order to improve company performance by paying attention to the corporate environment, corporate culture, entrepreneurial orientation and marketing strategies.

## **LITERATURE REVIEW**

### **Corporate Environment**

Corporate environment is defined as a group of treat factors of entering new comers, suppliers, substitute product buyers and intensity of competition between competitors giving effects on company steps and its competitive responses (Ghofar and Sunaryo, 2013). Basically, corporate environment is divided into two namely extern environment and intern environment which can be illustrated as follow:

Indicators of corporate *Environment* according to Wulandari (2009) can be measured by the following:

#### **1. Extern Environment**

All circumstances and strengths outside the company related to consumers, suppliers and alliances and the effects of the three in improving effectiveness of supply chain, influencing strategic choices made by the company and determining competitive situation. Environmental indicators of external companies (Wulandari, 2009) are dynamism, munificence, complexity, and industry characteristics.

#### **2. Intern Environment**

Aspects of the quantity and quality of resources owned by the company that reflect the company conditions and capabilities and the relationship dynamism between organizational components such as culture, strategy, leadership, decision making process, structure, and resources. Internal corporate environmental indicators (Wulandari, 2009) are company size, organizational structure, company strategy, manufacturing process, business strategy, company resources, corporate culture, and management team characteristics.

### **Corporate Culture**

*Corporate culture* is a system of spreading trust and values that develops in an organization and directs the behavior of its members. Corporate culture can be the main competitive advantage instrument, that is, if the organizational culture supports the organization's strategy. Robbins (2002) defined corporate culture as a system of shared meanings shared by members that distinguishes the organization from other organizations.

Corporate culture is a pattern of shared basic assumptions learned by groups in an organization as a tool to solve problems in the adjustment of external factors and integration of internal factors, and has been proven valid, and is therefore taught to new organizational members as a correct way

to perceive, think and feel in relation to any problems faced (Nogi, 2005: 15). This is valuable and, therefore, worth teaching to new members as the correct way to think, and feel in relation to these problems. Corporate culture can also be defined as a pattern of beliefs, values, and ways that are learned to deal with experiences that have been developed throughout the history of organizations that manifest themselves in material arrangements and organizational behavior (Pralambang, 2011).

Based on the definition of corporate culture above, it can be concluded that corporate culture is the norms, values, assumptions, beliefs, habits made in an organization and approved by all members of the organization as a guide or reference in the organization in carrying out its activities both intended for employees and for the benefit of others.

The values that form the basis or core of Corporate culture can be measured through indicators as follows:

1. The principle of purpose, shows how the members understand the goals to be achieved by the organization.
2. The principle of consensus, shows how the organization provides an opportunity for members to participate in the decision making process.
3. The principle of excellence, shows how the ability of an organization to grow the attitudes of members to always be the best and perform better than they have ever done.
4. The principle of unity, shows an attitude taken by the organization towards its members, namely by the organization is fair to all groups in the organization.
5. The principle of achievement, shows the attitude and treatment of the organization to the achievements of its members.
6. The principle of empirical, shows how the organization wants to use empirical evidence in decision making.
7. The principle of familiarity, shows the condition of social interaction between members in the organization and the quality of member relations.
8. The principle of integrity, shows how the extent to which the organization wants to work seriously, honestly, trustworthy, has strong principles and beliefs in working to achieve organizational goals.

### **Entrepreneurial Orientation**

Entrepreneurship is the creative and innovative ability as the basis and the resources to find opportunities for success. Some management literature provides three basic organizational dimensions for the entrepreneurial management process, namely ability of innovation, ability to take risks, and proactive nature (Weerawerdeena, 2003). Entrepreneurial competence is required in the implementation of marketing strategies in order to obtain a strong competitive advantage through responsive value to customer needs, while the spirit of entrepreneurship itself includes 5 things, namely: autonomy, innovation, risk taking, proactive, and aggressive competitive (Setiawan, 2013 ).

Entrepreneurship is a characteristic and value embraced by the entrepreneur himself which is an unyielding nature, dare to take risks, speed, and flexibility (Liao and Sohmen, 2001). Entrepreneurial orientation emphasizes the spirit of creating business innovation as refreshment from business bottlenecks that often can be seen in the initial steps of innovation (Zhou, et al,

2005). In other words, the importance of being proactive towards new opportunities, supporting the company's ability to create products, consider as not only one step ahead of competitors but also one step in understanding consumer desires (Sumiati, 2015).

Entrepreneurship according to Miller is an action taken by a company related to product, marketing and technological innovation (Karim, 2007: 46). Schuler added that entrepreneurship is the creation or innovation to produce new products or businesses / services in trade organizations or in new organizations (Karim, 2007: 46). Entrepreneurship is the process of doing something new (creative) and something different (innovative) and dare to take risks with the intention of creating wealth for individuals or organizations and increasing added value for society (Karim, 2007: 47).

Measurement of entrepreneurial orientation used indicators developed from Lee and Tsang's research proposed by Suci (2009) consisting of need for achievement, internal locus of control, self reliance, and extroversion.

### **Marketing Strategy**

Marketing strategy can guide managers or owners of companies in carrying out tactics and other activities to improve the company's goals. Strategy is the determination of the long-term goals and objectives of an enterprise, and the adoption of actions and allocation of required resources to achieve these goals. Strategy is a multidimensional concept including all critical activities taken by a company that provides unity of direction, purpose and facilitates any necessary changes that are triggered by the company's environment (Karnelis, 2015). Tadepolli and Ramon stated that what was needed in formulating a marketing strategy was simple, unique, creative, assertive, articulate and workable (Karnelis, 2015). Harper, Arville and Jean Claude said that a company's success is determined by two aspects of strategic compatibility, namely: First, its marketing strategy must match the needs and constraints of the market environment. And Second, companies must be able to effectively implement that strategy (Karnelis, 2015).

According to Kotler (2004: 81): "A marketing strategy is a marketing mindset that will be used to achieve its marketing objectives. The marketing strategy contains specific strategies for the target market, positioning, marketing mix and the amount of marketing expenses." Marketing strategy is a statement both explicitly and implicitly how a brand or product line achieves its objectives (Tjiptono, 2009: 6).

The marketing strategy indicators in this study refer to the Listyarso (2005) research that is price advantage, quality advantage, time advantage, service flexibility, relationships, and alliances.

### **Company Performance**

Being guided by a research by Zhou *et al.* (2005), it can reveal that that company performance can be defined as a level of success achieved on the use of various resources, use of process by effective and efficient ways, in which size of company performance can be stated in the forms of marketing performance and product performance. Marketing strategy which is developed based on market orientation and technology orientation will create high levels of marketing performance and product performance so there will be high company performance. On the contrary, low levels of marketing performance and product performance show less good company performance.

Success of Small and Medium Enterprises is not easy to be measured and it can be done objectively and subjectively. The objective measurement is quantitatively namely achievement on specific goals usually can be measured from sales or profit, meanwhile subjective measurement is comparison between performance in industry and perception of growth.

Company performance can be sustainable by utilizing a variety of strategic assets as the company characteristics and have the ability to inhibit competitors (Amit and Schoemaker, 1993). The company's success in providing high quality products (*superior products*) and success in the market (*superior market*) is a measure of the company's performance that implements a market-oriented strategy and a technology-oriented strategy. Performance measurement based on market and product success is also called as firm performance and product performance (Zhou et al. 2005)

Zhou et al. (2005) defined company performance as a result of overall activities in the organization expressed in firm performance and product performance. This definition illustrates that all of the company's potential resources and capabilities must be able to be directed effectively and efficiently to create the best value for customers, provide quality goods compared to its competitors, so that high market share can be achieved through customer satisfaction, so ultimately it will produce superior performance for company and states that company performance includes two types of performance, namely: 1) marketing performance (firm performance); and 2) product performance.

Performance can be measured using different perspectives such as marketing performance, financial performance, product performance or a combination of them, therefore measuring organizational performance must be adjusted to the goals that give the most important meaning in corporate strategy, both in the present and the future. Marketing performance and financial performance is the most frequently used measure by companies in assessing performance.

Analyzing business success is to determine the performance of a company that can be formulated through a comparison of the value produced by the company and the expected value by utilizing the available resources. According to Kaplan and Norton (2000) states the measurement of company performance can be seen through:

1. Customer perspective, is the identification process carried out by the company of customers and market segments that will be entered.
2. Financial perspective, is the company's assessment of financial targets achieved by the organization in realizing its vision.
3. Internal business process perspective, is providing an assessment of the description of the processes that must be built to serve customers and to achieve certain financial targets.
4. Learning and growth perspective, is a perspective sourced from human resources, organizational systems and procedures that play a role in long-term growth.

### Conceptual Framework

The conceptual framework in this study is described as follows:

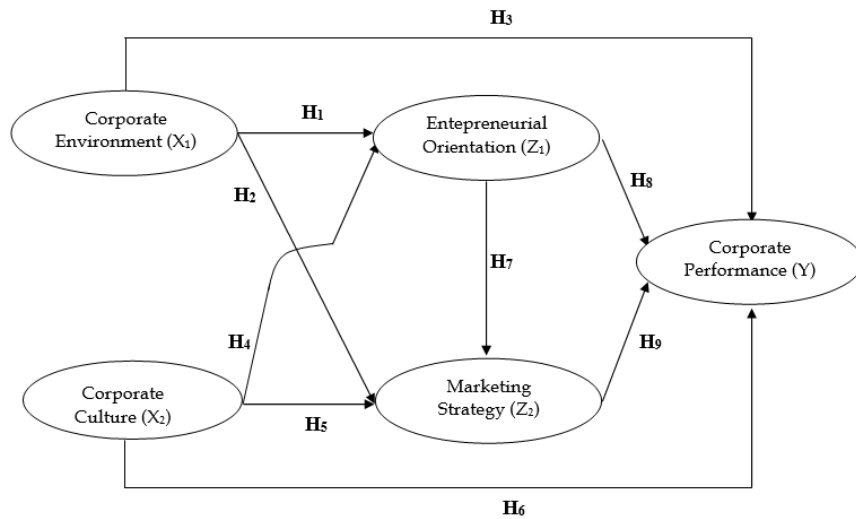


Figure 1. Conceptual Framework

Based on the conceptual framework, the hypotheses proposed in the study are as follows:

1. Corporate environment has significant effects on entrepreneurial orientation.
2. Corporate environment has significant effects on marketing strategies.
3. Corporate environment has significant effects on company performance.
4. Corporate culture has significant effects on entrepreneurial orientation.
5. Corporate culture has significant effects on marketing strategies.
6. Corporate culture has significant effects on company performance.
7. Entrepreneurial orientation has significant effects on marketing strategies.
8. Entrepreneurial orientation has significant effects on company performance.
9. Marketing strategy has a significant effect on company performance.

## RESEARCH METHOD

### Research Design

This research is type of an explanatory research, which is causality explaining a relationship between exogenous variables and endogenous variables through intervening variables in hypothesis testing. This type of research was chosen by considering the research objectives, namely explaining the effects that occur between variables, with a questionnaire as a tool to collect primary data.

### Population and Samples

According to Sugiyono (2010:61) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions. Based on these qualities and characteristics, the population can be understood as a group of individuals or objects of observation that have at least one characteristic in common. The population that will be used and examined in this study are all Ciputra Group companies in Surabaya, Sidoarjo, Pasuruan, Malang, Semarang and Yogyakarta in the parent company of PT Ciputra Surya Tbk as many as 235 people.



The sample is part of the number and characteristics possessed by the population (Sugiyono, 2010: 62). This sampling aims to represent the entire population. To calculate the number of samples to be used, Slovin formula will be used, with the results of the calculation obtained a total sample of 148 company representatives. Thus the number selected as a sample of the 148 population in this study was 148 company representatives in the Ciputra Group at the parent company PT Ciputra Surya Tbk.

### **Operational Definition of Variables**

The operational definition is the operationalization of theoretical concepts which are derived into indicators that can be measured as follows:

#### ***Corporate Environment***

The corporate environment is divided into 2 factors, namely company external environment and company internal environment, which the corporate environment indicators in this study refer to Wulandari (2009) are external environment and internal environment.

#### ***Corporate Culture***

Corporate culture is the norms, values, assumptions, beliefs, habits made in an organization and approved by all members of the organization as a guideline or reference in the organization in carrying out its activities both for employees and for the benefit of others. Corporate culture indicators in this study refer to Pralambang (2011) research.

#### ***Entrepreneurial orientation***

Entrepreneurial orientation ( $Z_1$ ) is a process of doing something (creative), something different (innovative), and risk taking. Indicators of entrepreneurial orientation in this study refer to the research of Suci (2009) are: need for achievement, internal locus of control, self reliance, and extroversion.

#### ***Marketing Strategy***

Marketing strategy ( $Z_2$ ) is a strategy that has important implications for interacting between companies and consumers, as a key to getting and identifying company goals, satisfaction and customer needs well compared to competitors. Indicators The marketing strategy in this study refers to the Listyarso (2005) research that is price advantage, quality advantage, time advantage, service flexibility, relationships, and alliances.

#### ***Company Performance***

Company performance can be defined as the level of success achieved from the use of various resources, the use of processes in an effective and efficient manner, where the measure of company performance can be expressed in marketing performance and product performance (Zhou et al., 2005). Company performance indicators in this study referring to Kaplan and Norton (2000) are financial perspective, customer perspective, internal business process perspective, and learning and growth perspective.

### **Data Analysis Technique**

The data analysis technique used in this study is the structural equation model (SEM) using the assistance of AMOS software version 24. Hair et al. (2013) explained that in SEM modeling needs to be carried out the following steps:

1. Development of a theory based model
2. Development of inward flowcharts (path diagrams) to show causality relationships
3. Converting flowcharts into a series of structural equations and measurement model specifications.
4. Selection of the input matrix and estimation techniques for the model built
5. Assess the identification problem
6. Evaluating the model
7. Interpretation and modification of the model.

## **RESULTS OF RESEARCH AND DISCUSSION**

### **Questionnaire Validity and Reliability Tests**

This research is started by testing validity and reliability of the questionnaire using pre-sampling data of 30 respondents, this test was conducted on statement items that compose each research variable. The validity test results show Pearson's product moment correlation for each statement item has a significance value of less than 5%, so it can be concluded that all statement items used to measure each indicator on the corporate environment, corporate culture, entrepreneurial orientation, marketing strategy, and company performance variables is valid and can be used for further analysis.

The reliability test is used to determine the reliability (consistency) of the instrument (measuring instrument) in the form of a questionnaire. The reliability test results show that the Cronbach's alpha value for all research variables has a value greater than 0.60, so it can be concluded the preparation of questionnaire statement items on corporate environment, corporate culture, entrepreneurial orientation, marketing strategies, and company performance variables can be declared reliable and trustworthy as a measuring tool that produces consistent answers.

### **Description of Research Variables**

The description results of corporate environment variable indicate that the corporate environment in Ciputra Group is highly perceived, the indicator of company environment getting the highest assessment by employees is the internal environment, while the indicator of corporate environment getting the lowest assessment by employees is the external environment. When viewed in each statement item, the item getting the lowest assessment by the employees is the company's encouragement to its employees to move forward and develop.

The description results of corporate culture variable show that corporate culture in Ciputra Group is highly perceived, the indicator of corporate culture getting the highest assessment by the employees is the principle of excellence, while the corporate culture indicator getting the lowest assessment by the employees is the empirical principle.

The description results of entrepreneurial orientation variable show that entrepreneurial orientation in Ciputra Group is highly perceived, the indicator of entrepreneurial orientation

getting the highest assessment by the employees is the need for achievement, while the indicator of entrepreneurial orientation getting the lowest assessment by the employees is self-reliance. When viewed in each statement item, the item getting the lowest assessment by the employee is the feeling that employees feel that many other people are also able to work well, with an average value of 3.98.

The description results of the marketing strategy variable show that the company's strategy in Ciputra Group is highly perceived, the indicator of the company's strategy getting the highest assessment by the employees is service flexibility, while the corporate strategy indicator getting the lowest assessment by the employees is the alliance. When viewed in each statement item, the company's strategy item getting the lowest assessment by employee is the speed of delivery of goods both from the supplier to the Ciputra Group company, with an average value of 4.03.

The description results of company performance variable show that the company performance in Ciputra Group is perceived highly, the company performance indicator getting the highest assessment by the employees is the customer perspective, while the company performance indicators getting the lowest assessment by the employees are learning and growth perspectives. When viewed in each statement item, the company performance item getting the lowest assessment by the employee is a condition that the company has increased profits in each year, with an average value of 3.97.

### ***Measurement Model Analysis***

CFA test results on exogenous constructs and endogenous constructs consisting of corporate environmental, corporate culture, entrepreneurial orientation, marketing strategy, and company performance variables indicate that all indicators have a factor loading value greater than 0.50, so the indicators are valid in reflecting the construct and can be used for further analysis. GFI values of more than 0.90 also indicate that exogenous constructs and endogenous constructs are compatible with the data. The CFA test results also show that the construct of the corporate environment, corporate culture, entrepreneurial orientation, marketing strategy, and company performance all have construct reliability values greater than 0.70, so it is concluded that these variables are reliable or reliable in developing models developed in this research.

### ***Structural Equation Modeling (SEM) Analysis***

Results of structural model estimation analysis are presented in the following Figure 2:

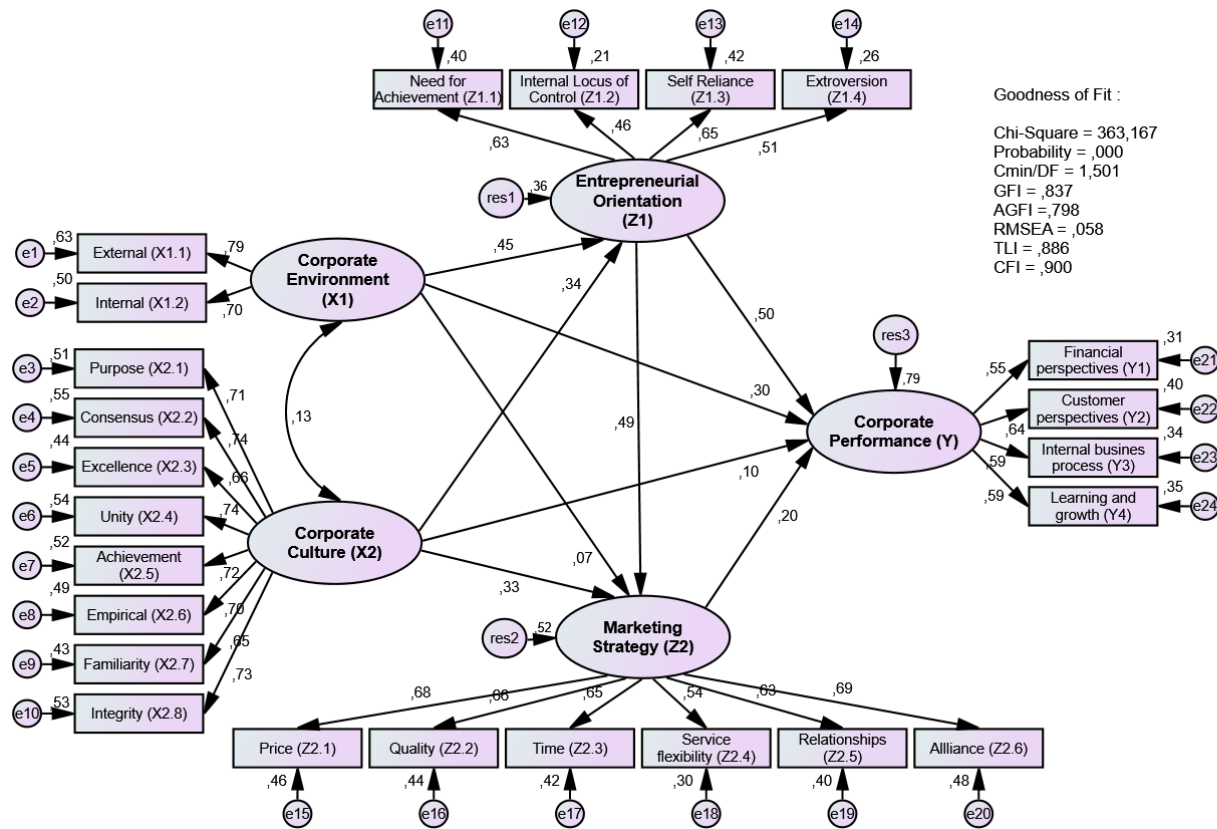


Figure 2. Full Structural Model

The calculation results show that there are several criteria for goodness of fit model that have not provided an index in accordance with the recommended (not fit), so that it is necessary for model modification. Standardized residual covariances in the data also produce the smallest value of -3.565 and the largest value of 3.562, so that it is still outside the range of  $\pm 2.58$ , so the model needs to be modified. Modification of models in SEM can be done through the assistance of modification index issued by AMOS software and also adjusted with theoretical support. The results of the SEM model modification are presented in Figure 3 below:

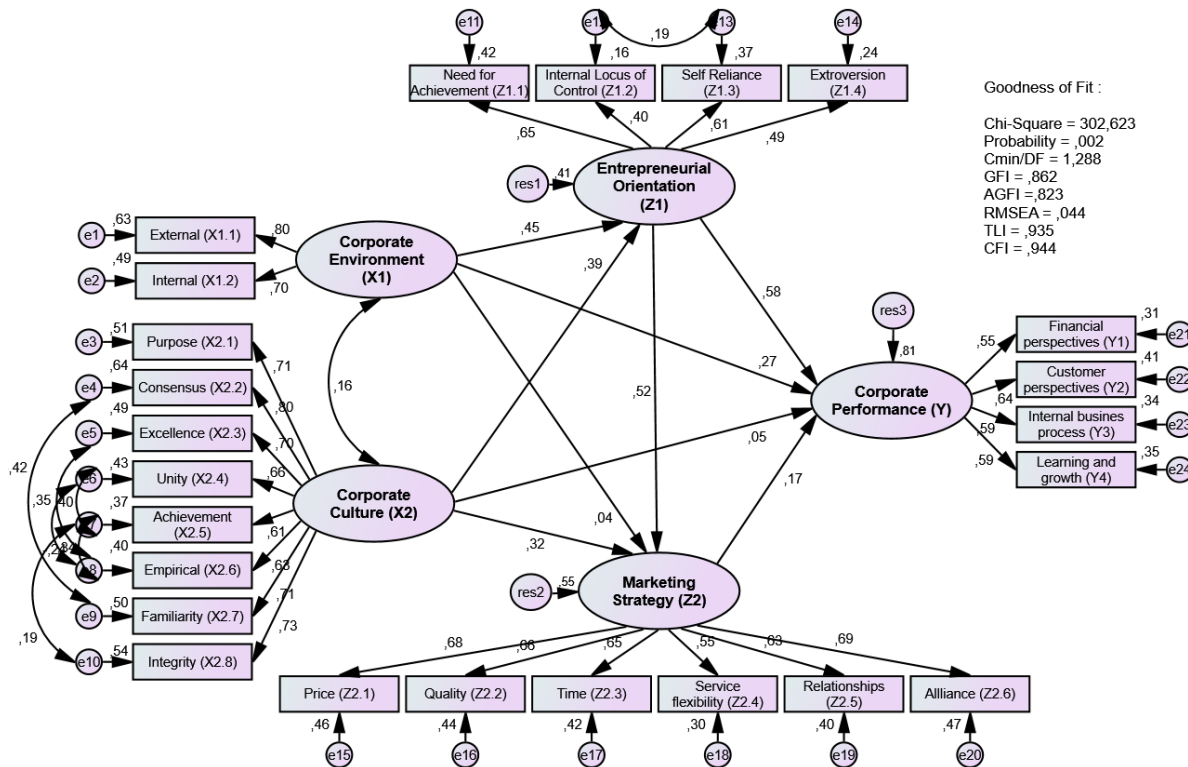


Figure 3. Modification Model

Calculation results of *goodness of fit* index values resulted by modification model are as follow:

Table 2. Goodness of Fit Value and Cut off Value of Modification Model

Criteria	Results of Model Test	Critical Values	Information
Probability X <sup>2</sup> Chi square	0,002	≥ 0,05	Not Fit
Cmin/DF	1,288	≤ 2,00	Fit
RMSEA	0,044	≤ 0,08	Fit
GFI	0,862	≥ 0,90	Marginal Fit
AGFI	0,823	≥ 0,90	Marginal Fit
TLI	0,935	≥ 0,95	Marginal Fit
CFI	0,944	≥ 0,95	Marginal Fit

The calculation results show that there are several criteria for goodness of fit model that have not provided an index in accordance with the recommended (not fit), so that it is necessary for model modification. Standardized residual covariances in the data also produce the smallest value of - 3.565 and the largest value of 3.562, so that it is still outside the range of ± 2.58, so the model needs to be modified. Modification of models in SEM can be done through the help of modification index issued by AMOS software and also adjusted with theoretical support. The results of the SEM model modification are presented in Figure 3 below:

### Hypotheses Testing

The following is *Regression Weight* and *Standardized Regression Weight* of structural equation model:

**Table 3. Hypotheses Testing through *Regression Weight***

Hip.	Causality Relationships		Std. Estimate	C.R.	P value	Information
H <sub>1</sub>	Corporate Environment (X <sub>1</sub> )	→ Entrepreneurial Orientation (Z <sub>1</sub> )	0,447	3,385	0,000	Significant
H <sub>2</sub>	Corporate Environment (X <sub>1</sub> )	→ Marketing Strategy (Z <sub>2</sub> )	0,044	0,364	0,715	Insignificant
H <sub>3</sub>	Corporate Environment (X <sub>1</sub> )	→ Company Performance (Y)	0,269	1,995	0,046	Significant
H <sub>4</sub>	Corporate Culture (X <sub>2</sub> )	→ Entrepreneurial Orientation (Z <sub>1</sub> )	0,388	3,423	0,000	Significant
H <sub>5</sub>	Corporate Culture (X <sub>2</sub> )	→ Marketing Strategy (Z <sub>2</sub> )	0,320	2,901	0,004	Significant
H <sub>6</sub>	Corporate Culture (X <sub>2</sub> )	→ Company Performance (Y)	0,046	0,419	0,675	Insignificant
H <sub>7</sub>	Entrepreneurial Orientation (Z <sub>1</sub> )	→ Marketing Strategy (Z <sub>2</sub> )	0,519	3,113	0,002	Significant
H <sub>8</sub>	Entrepreneurial Orientation (Z <sub>1</sub> )	→ Company Performance (Y)	0,583	2,529	0,011	Significant
H <sub>9</sub>	Marketing Strategy (Z <sub>2</sub> )	→ Company Performance (Y)	0,168	0,985	0,324	Significant

Table 3 shows that *corporate culture* has ability to improve company performance only through mediation of entrepreneurial orientation or mediation of marketing strategy, so the entrepreneurial orientation and marketing strategy have full mediation of the effects of corporate culture on company performance. Thus, it can be concluded that to improve the company performance in Cipura Group, it can be done by improving corporate culture which can be also supported by good entrepreneurial orientation or marketing strategy.

Then, corporate environment has also ability to improve company performance both directly and indirectly only through mediation of entrepreneurial orientation, so that entrepreneurial orientation mediates partially (*partial mediation*) the effects of the corporate environment on company performance. Thus, it can be concluded that improving company performance in Ciputra Group, it can be done by improving the corporate environment, but if the entrepreneurial orientation is also improved, then its effects in improving company performance will be greater.

### ***Discussion on the effects of corporate environment on entrepreneurial orientation***

The results of the influence test with SEM indicate that the corporate environment has significant effects and has positive effects on the entrepreneurial orientation at the Ciputra Group. The results in this study are in line with the results of a research conducted by Wulandari (2009) which in his research, it proven the external environment and internal environment to have positive effects on entrepreneurial orientation which better external environment and internal environment will increase entrepreneurial orientation owned by entrepreneurs. These findings also support the findings by Sumantri, et al (2013) which in his research, it was found that internal environment had positive and significant effects on entrepreneurship. It is necessary for strengthening internal

side of business management in order to provide motivation for women entrepreneurs to be more advanced and continue to choose entrepreneurs as their jobs.

The analysis results show that the corporate environment has significant effects and has positive direction of effects on entrepreneurial orientation. The relationship between corporate environment variable and positive entrepreneurial orientation shows that better corporate environment will lead to higher entrepreneurial orientation at Ciputra Group. This shows that if Ciputra Group wants to improve entrepreneurial orientation, it is important to pay attention to the corporate environment. The entrepreneurial environment is defined as the overall socio-cultural and political economic factors that influence on people's willingness and ability to carry out entrepreneurial activities. Meanwhile, according to Sumantri, et al (2013) business environment is the dynamics of business environment movement as an internal (micro) environment and an economic environment as an external (macro) environment. Abimbola and Agboola (2011) explained relationship between business environment and entrepreneurship which there are environmental can inhibit or facilitate entrepreneurial activities in any society.

In the efforts to create good corporate environment, Ciputra Group Company is expected to increasingly improve its efforts in empowering, managing and giving attention to any available resources appropriately and maximally. There is the most important resource to be paid attention namely internal environment on human resources, so Ciputra Group Company will be much better in empowering and managing available human resources in the company so it can create qualified human with good work skills and ability. Another effort can be taken by Ciputra Group Company in improving corporate internal environment is involving the employees in decision making so the employees will be active in expressing their recommendations and opinions. Thus, in improving external environment in term of productivity, it is important for leaders of Ciputra Group Company to stimulate all employees to keep progressing and developing.

### ***Discussion on the effects of corporate environment on marketing strategy***

The results of the influence test with SEM show that the corporate environment has no significant effects but has positive direction of effects on the marketing strategy at the Ciputra Group. The results of this study are in line with the results of Nurseto (2012) who found that the industrial environment influences on marketing strategies. The results of this study also support the findings of Wulandari (2009) who found that the corporate environment including internal and external environment has positive effects on entrepreneurial orientation. However, the results in the study are not in line with the findings of Huda (2009) who found that industrial environment variables had no significant effect on marketing strategies.

The analysis results show that the corporate environment has no significant effect but has positive direction of effects on the marketing strategy. The relationship between company environment variable and positive marketing strategy shows that better company environment will lead to higher level of marketing strategy at Ciputra Group. This shows that if Ciputra Group wants to improve its marketing strategy, it is important to pay attention to the corporate environment. According to Sumantri, et al (2013) business environment is the dynamics of the business environment movement as the internal (micro) environment and the economic environment as the external (macro) environment. Any changes in the business environment require every business person to always pay attention and respond to his environment, which then formulates a strategy

in order to be able to anticipate changes and achieve company goals. Marketing strategy is a combination of entrepreneurial performance with the results of previous market research and research in developing the success of marketing strategies (Suryana, 2001: 98).

A company does not only consist of internal environment, but also external environment, both serve important role to be considered. There are changes on company external environment significantly and sometimes it is hard to predict the effects on company organization and strategy. Company internal and external environment factors are more relevant on company management strategy. Particularly, this research also shows that entrepreneurs cannot directly control or influence company external environment condition than internal environment.

When a company is better creating good internal environment, then the company will be more proactive in looking for new opportunities, will be innovative and creative so there will be improved marketing strategy. In improving more innovative and creative employees, it is necessary for Ciputra Group Company to improve corporate environment by improving internal environment by more improving effectiveness and efficiency in running company organizational structure so the company will face fast growth and development. A company does not consist of internal environment but it is also important to consider company external environment. The external environment can be improved by the Ciputra Group Company by giving more stimulation to all human resources to be more progress and develop so it will improve external environment in term of employee productivity. Improved employee productivity will stimulate new innovations and can find new opportunities as well as can respond any changes in the external environment appropriately.

### ***Discussion on the effects of corporate environment on company performance***

The results of the influence test with SEM show that the corporate environment has effects on the company performance in Ciputra Group. The results of this study are in line with the findings of Nurseto (2012) who found that the industrial environment influences on performance variable. A research by Sumantri, et al (2013) also proven that internal and external environment has positive and significant effects on business performance. However, the findings in this study reject the findings by Huda (2009) which in his research, it was found that industrial environment variable had no significant effects on company performance.

There is a positive relationship between company environment and company performance variables, so it can be said that better company environment will lead to higher level of company performance at Ciputra Group. This shows that if Ciputra Group wants to improve company performance, it is important to pay attention to the corporate environment. Higher level of company ability to manage the internal environment will lead to more proactive company in looking for new opportunities, the company will also be more innovative and creative than its competitors, respond to changes in the external environment appropriately, dare to take risks and have the authority to carry out corporate decisions. A research by Ghofar and Sunaryo (2013) showed that the business environment influences on organizational performance.

Internal environment is measured based on market and marketing aspects, financial aspect, and technical, production and operational aspects. Good marketing activities such as promotion and distribution channel, use of capital (both own capital and debts), easy access to raw materials and



others also support business smoothness and ultimately will lead to better business performance. External environment in the form of supporting business activities taken by women and micro-small enterprises, assistances from related entities and others will be able to facilitate women entrepreneur activities so the business performance will be better from time to time.

Good company performance can be improved through business improvement. Internal and external corporate environment are important to be paid attention. This is since both corporate environment are the factors influencing on business growth and development. Ciputra Group companies can further enhance the external environment within the company by having a dynamic external business network with other companies so that this will trigger an increase in revenue and company profits each year as an indication of an increase in company performance. And more to grow and develop the company by carrying out the company strategy with full attention as a form of efforts to improve the corporate internal environment.

### ***Discussion on the effects of corporate culture on entrepreneurial orientation***

The results of the influence test with SEM show that corporate culture has effects on entrepreneurial orientation in Ciputra Group. The results of this study support the results of a research conducted by Yildis (2014) who found that the dimensions of organizational culture are related to corporate entrepreneurial activities. There is a positive relationship between corporate culture and entrepreneurial orientation variables. A positive relationship indicates a direct influence between corporate culture and entrepreneurial orientation, so it can be said that better corporate culture will lead to higher level of entrepreneurial orientation in Ciputra Group. This shows that if Ciputra Group wants to improve entrepreneurial orientation, it is very important for the Ciputra Group company to pay attention to corporate culture.

*Corporate culture* is a system of distributing developing trust and values in an organization and directing behavior of its members. In improving corporate culture, Ciputra Group Company can improve it by improving employee work achievement by giving training so the employees have good competitive ability and can compete healthily with other employees. Another effort for Ciputra Group employees to create corporate culture is by working earnestly and based on the agreed regulations.

### ***Discussion on the effects of corporate culture on marketing strategy***

The results of the influence test with SEM show that corporate culture has effects on marketing strategies at Ciputra Group. The results of this study support the findings by Ekerete (2001) who found that corporate culture influences on marketing strategies. The results of this study are in line with a study by Acar et al (2011) who found that the cultural dimension is closely related to the marketing strategies of business executive choices. It was observed that people from individualistic countries tend to choose differentiators and niche marketing strategies and people from long-term orientation countries prefer to focus on local markets and take time to expand into new markets.

There is a positive relationship between corporate culture and marketing strategy variables, so it can be said that better corporate culture will lead to higher level of marketing strategy at Ciputra Group. This shows that if Ciputra Group wants to improve its marketing strategy, it is important to pay attention to corporate culture. This finding makes perfect sense because the long-term

orientation encourages people to seek long-term benefits and business practitioners from individualistic societies want to be different rather than creating a generic brand and covering the entire market.

Corporate culture can be used as the main instrument of competitive excellence namely if the organizational culture supports the organizational strategies. The marketing strategies are the fundamental tool planned to achieve company goals by developing competitive excellence. In improving marketing strategy, the Ciputra Group employees improve their work achievement by improving competitive excellence with other employees. The Ciputra Group employees can create good corporate culture by giving more priority to working team cooperation so it can achieve company goals.

### ***Discussion on the effects of corporate culture on company performance***

The results of the influence test with SEM show that corporate culture has insignificant effects but has positive direction of effects on company performance at Ciputra Group. The results of this study do not support the results of research conducted by Syaifuddin (2012) which proven that there is a significant effect of organizational culture variable on managerial performance in PTPN IV and PTPN III in North Sumatra. This result is also not in line with a research conducted by Tseng (2010) which in his research, it was found that Organizational culture influences on Corporate Performance.

The analysis shows that corporate culture has insignificant effects but has a directional or positive direction effect. There is a positive relationship between corporate culture and company performance variables then it shows that better corporate culture will lead to higher level of company performance in Ciputra Group. This shows that if Ciputra Group wants to improve company performance, it is important to pay attention to corporate culture. Corporate culture is a system of spreading developing trust and values in an organization and directs the behavior of its members. A strong corporate culture will foster a great sense of responsibility in employees so that in this case, employees will be able to motivate to display maximum performance, achieve better goals, and contribute in advancing company performance. A company with a strong corporate culture can be seen from its high agreement among its members in achieving organizational goals. Bangun (2008) proven that strong culture has strong effects on organizational performance.

*Corporate culture* can contribute to success of company performance. High level of company performance in Ciputra Group Company can be formed by good corporate culture namely by working earnestly, so when the Ciputra Group employees can improve their willingness in working then it can achieve company goals. Then, the Ciputra Group can also improve corporate culture through improving self-integrity in working in order to have stronger characteristics.

### ***Discussion on the effects of entrepreneurial orientation on marketing strategy***

The results of the influence test with SEM show that entrepreneurial orientation influences on the marketing strategy at Ciputra Group. The results of this study which indicate the effects of entrepreneurial orientation on marketing strategies support the a research of Nur et al (2014) which proven that entrepreneurial orientation influences on marketing strategies. According to Sigauw, et al. (1998) in Setiawan (2013) it is necessary for entrepreneurial competence in the implementation of marketing strategies in order to obtain competitive advantages that support

and mature through responsive value to customer needs. This is also in line with the results of research Wardoyo, Rusdianti, and Purwantini (2015) states that there are positive and significant effects of entrepreneurial orientation on business strategy. This means that better perception of entrepreneurial orientation will lead to better business strategy.

There is a positive relationship between entrepreneurship orientation and marketing strategy variables, so it can be said that better entrepreneurial orientation will lead to higher level of marketing strategy at Ciputra Group. This shows that if Ciputra Group wants to improve its marketing strategy, it is important to pay attention to its entrepreneurial orientation. According to Riani et al (2015) entrepreneurial orientation is entrepreneurial orientation which has principles on efforts to identify and exploit opportunities. By having a good entrepreneurial orientation, an entrepreneur must have good management in order to be able to run appropriate marketing strategy for his business. Marketing strategies can be seen as corporate responses, both short-term and long-term (Kaur and Mantok, 2015).

An entrepreneur must have an entrepreneurial orientation to face increasing competition and market pressures. Entrepreneurship orientation can be enhanced by Ciputra Group employees by having a high level of self-drive to try their best when others say it is impossible, this will certainly make it easier for companies to face increasing market competition. Another effort that can be done is to have the drive to work hard in completing tasks optimally and in accordance with what is desired so that the company's goals are achieved and marketing strategies are increased.

### ***Discussion on the effects of entrepreneurial orientation on company performance***

The results of the influence test with SEM show that entrepreneurial orientation influences on the company performance in Ciputra Group. The results of this study which show the effects of entrepreneurial orientation on company performance support the results of a research by Nur et al (2014) which proves that entrepreneurial orientation influences on company performance. According to Jia et al (2014), entrepreneurial orientation improves company performance, and its positive effects can be mainly obtained through two dimensions, namely innovation and antecedence. And it is also in line with the study of Suci (2009) which proves that entrepreneurial orientation and management ability influence on performance. The results in this study are in line with the results of a research conducted by Wulandari (2009) which in his research, it proven that entrepreneurial orientation has positive effects on company performance in which where every increase in entrepreneurship will improve company performance.

There is a positive relationship between entrepreneurship orientation and company performance variables, so it can be said that better entrepreneurial orientation will lead to higher level of company performance at Ciputra Group. This shows that if Ciputra Group wants to improve company performance, it is important to pay attention to entrepreneurial orientation. A high entrepreneurial orientation is closely related to the main drivers of profit so that an entrepreneur has the opportunity to take advantage and the emergence of these opportunities in turn has positive effects on business performance.

Andiningtyas and Nugroho (2014) concluded that environment did not moderate the entrepreneurial orientation towards the performance of small companies. But marketing differentiation strategies moderate entrepreneurial orientation towards the performance of small

companies. And innovative differentiation strategies do not moderate entrepreneurial orientation towards the performance of small companies. The results of this study are in line with the results of research by Wardoyo, Rusdianti, and Purwantini (2015) that states that there are positive and significant effects of entrepreneurial orientation on business performance. Better entrepreneurial orientation will lead to higher level of MSME business performance.

By having a good entrepreneurial orientation, a company will certainly have a company performance that is indicated from the level of success achieved by the use of various resources, the use of processes in an effective and efficient manner. In an effort to improve entrepreneurial orientation, Ciputra Group employees can work harder to achieve any desired goals. Then, Ciputra Group employees can also be more self-controlled in working so that employees will increasingly obey the way they carry out their tasks and take responsibility for their tasks.

### ***Discussion on the effects of marketing strategy on company performance***

The results of the influence test with SEM show that the marketing strategy has effects on the company performance in Ciputra Group. The results of research shown by Purwidiyanti (2015) show that business strategy has significant effects on business performance. This is because SMEs in North Purwokerto Sub-district have done promotions through various promotional media, have a strong distribution network and there is still a lot of market demand for these products. This is also in line with the results of research Wardoyo, Rusdianti, and Purwantini (2015) states that there are positive and significant effects of business strategies on business performance.

There is a positive relationship between marketing strategy and company performance variables, so it can be said that better marketing strategy will lead to higher level of the company's performance at Ciputra Group. This shows that if Ciputra Group wants to improve company performance, it is important to pay attention to marketing strategies. Marketing strategy is one of the important strategies to help to improve company competitiveness in facing globalization and liberalization era (Tull and Kahle in Karnelis, 2015). It is necessary to plan marketing strategies appropriately and it is also important to choose the most effective forms of promotion before use. Marketing strategies that are developed based on market orientation and technology orientation will result in high marketing and product performance, so that there will be high company performance, conversely low level of marketing performance and product performance indicates not good company performance. The results of this study support the research results of Mustikowati and Tysari (2014) which prove that marketing strategies will influence on achievement of company performance. However, it is not in line with the research of Suci (2009) which proves that business strategy has no significant effect on performance. Ghofar and Sunaryo (2013) in their research on the relationship between marketing strategy and performance showed that the differentiation strategy had no significant effect on performance because it turned out that MSMEs were not supported by skilled workers in implementing innovations to improve their performance. Most MSMEs only have labors less than 10 people with ordinary abilities.

Marketing strategy is the marketing mindset that will be used to achieve marketing objectives. By a good marketing strategy, the company will be more superior in facing market competition. In an effort to improve marketing strategies, Ciputra Group Companies can create more variations in providing services to consumers. In addition, the Ciputra Group Company can also increase the volume capacity in completing work and further expand the fabric of good cooperation with

national and international parties in order to increase company credibility so as to indicate improved company performance.

### CLOSING

Based on aforementioned research results and discussion, then it can conclude that:

1. Corporate environment has significant effects on entrepreneurial orientation.
2. Corporate environment does not have significant effects on marketing strategies.
3. Corporate environment has significant effects on company performance.
4. Corporate culture has significant effects on entrepreneurial orientation.
5. Corporate culture has significant effects on marketing strategies.
6. Corporate culture does not have a significant influence on company performance.
7. Entrepreneurial orientation has significant effects on marketing strategies.
8. Entrepreneurial orientation has significant effects on company performance.
9. Marketing strategies have significant effects on company performance.

Based on the results of the study, there are several things to be suggested to the Ciputra Group Company in order to be able to improve their performance including:

1. It is expected that the leadership of the Ciputra Group Company will encourage all employees to be more advanced and developed so that there will be also employee productivity increase and company performance increase.
2. It is expected that employees at the Ciputra Group Company will be more obedient to the agreed mutually rules at work so that the corporate culture will be better.
3. It is expected that Ciputra Group Companies can increase cooperation with both national and international parties to further enhance company credibility so that there will be improved company performance.
4. For further research in the same theme and topic, it is expected to be able to use other independent variables which are thought to influence on the size of company performance so that there will be more complete information on the factors that can influence on entrepreneurial orientation through positive marketing strategies.

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