



FACTORS AFFECTING BUSINESS PERFORMANCE THE SMALL MEDIUM ENTERPRISES OF BATIK PEKALONGAN CENTRAL JAVA, INDONESIA

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Abstract

The small-medium enterprises (SMEs) of batik pekalongan having potensial contribution to the national income and to absorb labor force. Pekalongan, small city in Central Java , is one of many centers batik production in Indonesia. Eventhough recently batik becomes public fashion, to resist in the industry with the higher competition, SMEs Batik have to execute some strategy and enhance the business performance.

Business performance is one of important indicators to measure the reputation and performance of SMEs that it always makes every effort to achieve an optimum business performance level. The competitive advantage is an important factor in reaching the business performance desires. One of ways to obtain a high competitive advantage is by developing functional competencies and business strategy.

The purpose of this study is to analyzed the influence functional competencies including the manufacturing, marketing, innovation and business strategy, also the influence of the interaction of functional competence and business strategy on the business performance of SMEs Batik. The proxies of business performance comprises sales, sales growth, market share, market share growth, ROI (Return on Investment), ROS (Return on Sales). It is presumed that functional competence, business strategy and interaction variables has a positive effect on the business performance.

The respondents are owners batik home industry in pekalongan. The result of analysis shows that production competence, marketing competence, innovative competence, interaction production competence and business strategy has a significantly positive effect on the business performance consistently. While the variable of business strategy, interaction marketing competence and business strategy, interaction innovation competence and business strategy are rejected since they are insignificant.

Key words : *SMEs batik, business performance, functional competency, business strategy,*

INTRODUCTION

Background



Batik industry is one of the creative industries that are included in the craft sector. As one of the creative industries that is currently the industry development strategy in Indonesia, batik industry has a vital role in promoting economic growth in Indonesia. In general, the batik industry scale (SME) small and medium enterprises which proved able to survive in the middle of the crisis that hit Indonesia in 1997, and even until now SME accounted for 56 % of total GDP in Indonesia. In addition, SME are also able to reduce unemployment in Indonesia because labor-intensive SME.

Batik As the product of Indonesian cultural heritage that have been officially recognized by UNESCO is very important to be preserved and developed. Making batik as an icon of Indonesia requires the strengthening of batik as a cultural heritage as well as its economic potential exploration industry. Based on data from the Ministry of Commerce, in the period 2008 to 2012 the average growth of 33.83 % batik exports, which in 2012 was valued at U.S. \$ 278 million. Meanwhile, in the first quarter of 2013 exports of Indonesia has experienced a growth of 18.49 % compared to the same period in the prior year. Export destination countries batik, including the United States, Belgium, Germany, England, Japan and South Korea.

Despite the development of batik industry showed positive results but in Pekalongan batik industry as well as other industry SME, faced the challenges and stiff competition. According to D' Aveni (1994) that globalization and technological advances change the traditional rival into hypercompetition, so the business is required to making changes and attempt to win the competition with a new strategy.

One indicator of the level of business success is the level of performance achieved. Corporate performance is the level of achievement of the company measured in the forms of business performance, among others; sales, sales growth, market share growth, ROI (return on investment) and ROS (return on sales) (Rue and Byard, 1997). To achieve the expected level of competitive advantage, companies can operate the business strategy accordingly. According to Porter (1985) that competitive advantage can be achieved through a strategy of product differentiation, so that customers have a perception of the uniqueness of a product or service, or through a low cost strategies that allow offering products with the same quality at a lower price than its competitors.

The company can maintain viability by maintaining the functional competence that are not easily imitated by competitors and can be a sustainable competitive advantage. Research conducted Vickery *et al* (1993) states that production competence and the interaction of product competencies by business strategy significantly positive effect on business performance. Ellitan (1998) found that competence production and marketing competence significantly positive effect on performance outcomes.

This research is a replication of the study Rusdi (2000) which investigate the manufacturing industry in Indonesia, the independent variable used is functional competence (competence production, marketing competency, innovation competency), business strategy and interaction, while the dependent variable is the



business performance measuring by sales, sales growth, market share, market share growth, ROI (Return on Investment) and ROS (Return on Sales).

This research is expected to contribute to small and medium enterprises and government as policy makers. By knowing the factors that affect the business performance of small and medium enterprises (SMEs) in batik industry, the development of this business to be more focused and effective. The employers and the government should pay attention to functional competence is the competence of the production, marketing competence and innovative competence that determines the success performance of the business.

Research Problems

The development of the world which is getting more complex and the new competitors from other countries challenge Pekalongan Batik industry to transform its own business immediately to the more modern direction. Recently, the industry of Pekalongan Batik has been facing the same problem or challenge as those of other industries in Indonesia, especially the ones which have the basic of small and medium businessmen. The problems are such as the competitiveness declining which is shown by the higher product price compared to that which is produced by another country. Nevertheless, the quality of the product produced by other competitors is better than that from Indonesia. There are many causes of this problem, such as the underproduction and the employee's skill, the lack of the businessmen's initiative to make an innovation of the product, and the machines which are obsolete already. This research examines what kind of factors which influence the small and medium scale business of Pekalongan Batik industry.

LITERATURE REVIEW

Competitive advantage

Competitive advantage by researchers is seen as a term interchangeable with distinctive competence which means superior expertise and superior resources (South, 1981). Superior skills are abilities or personal unique capabilities position that the company differs from the competitors. Some of the benefits of superior skills are developed from the ability to perform individual functions in a more effective, efficient, and dynamic. Superior skills allows a company to conduct a variety of activities better, for example superior engineering (technical skills) largely determine the quality and reliability of the final product. Superior skills can also be obtained from the system and organizational structure that allow the company to adapt faster and more responsive to market demands (Abell, 1980).

Superior resources are resources that are unique and superior to that owned by the company and put the company in a superior position to the competitors. Superior resources may be found in the production facilities, the location, the extent of the fleet sales, distribution, coverage and availability of automation assembly line (hunt, et al 1996). The second definition of competitive advantage is the positional



superiority or pre-eminence. Positional Advantage Business achieved by a company directly is a barrier (obstacle) competitive mobility in competition because it can be a barrier to the entry of new competitors (Porter, 1985).

The most popular indicator of competitive advantage is gained by market share (market share) and profitability (Jacobus and Aker, 1985; Day and Wensley, 1988; Szimansky, et al., 1993). Market share is often used to distinguish between winners and losers in the competition. Profitability is reward of the past profits after deducting expenses which are currently required to sustain or enhance the advantage of the future (Albert and Taggart, 1984).

Functional competencies

Prahalad (1994) defines competence as the real knowledge and skills which are particularly reflected in technology and manufacturing expertise. Vickery, et al., (1994) develops the concept of competence of manufacturing and applies the research to analyze the influence of functional competency i.e., marketing, innovation, production and field of performance outcomes. The functional areas of competence are determined by three essential factors, namely:

1. An assessment factors of the overall competitive advantage for the company's strategic profile as seen from the perspective of the importance.
2. An assessment of each factor/priorities a competitive edge as seen from a broader perspective of the performance.
3. An assessment of each factor in the competitive edge as seen from the perspective of responsibility for each functional area.

Business strategy

Business strategy is one of the defining achievements of the level of the competition. Porter, (1985) says that the competition is at the core of the success or failure of the company. The strategy that contends the search is a favorable competitive position in an industry where competition takes place.

Mintsberg and Quinn (1991) say that the strategy is a pattern or plan that combines the basic objectives, policies, and actions of the organization. While Johnson and Scholes (1993) explain that the strategy is the direction and scope of an organization over the long term to match the right resources which are owned by the change of environment, part of the market, customers, and stakeholder expectations. Another perspective on strategy is defined as plans combined, comprehensive and integrated strategy of excellence and associate companies with environmental challenges (Jauch and Glueck (1998).

This study refers to a group of business strategy developed by Vickery, et al., (1993) and Rusdi (2000) by modifying the group within four (4) groups, namely:



1. Pure differentiation Strategy, which is oriented to the creation of a unique product and is able to determine a premium price because of the uniqueness of its products.
2. Cost differentiation Strategy, which is differentiation product from competitors based on one or more attributes, but also gives the product offerings at competitive prices.
3. Cost/Strategy of differentiation, emphasizes on providing the lowest price product offerings which are available in the industry, by not ignoring the company's product differentiation against competitor products.
4. The cost of pure strategies, which emphasize and prioritize on the declining of costs even though the quality, service and other areas are not neglected.

Interaction in Management

The activities interaction between functional management and those of other areas show that all of this is part of the implementation of the new paradigm of management phenomenon. This study tries to analyze the activities interaction of functional and business strategies. The functional areas are observed include the field of production, marketing, and innovation.

Company's business performance

Business performance measurement is commonly used among other sales, sales growth, market share, market share growth, ROI (return on investment) growth, ROI, ROS (return on sales), ROS growth (Day and Wensley, 1988; Provost and Leddick, 1993; Szimansky,,1993 et al.; Stone, 1996; Murphy, et al, 1996; Delaney and Huselid, 1996).

Preliminary Studies and Results

Swamidas, and Newell (1987) found that the flexibility of the production positively associated with the company's performance, whether in a stable environment and full of uncertainty. Cleveland, et al, (1989) and Vickery, et al., (1993) also found a strong positive influence between product competencies against corporate business performance. Deane, et al., (1991) in his study linking the competency of production, has concluded that the strategy of manufacturing is one of the best predictors of success of the company. New product development and continuous improvement can accurately anticipate and satisfy customer market demand (Jain and Triandis, 1990).

Rusdi (2000) uses the respondents 80 CEOs and managers of manufacturing companies to analyze the functional competencies of the manufacturing industry's business performance. The results show that the competence of the production, marketing, competence and significant give positive impact business strategy towards the six proxy business performance on a consistent basis. Meanwhile, the competence of innovation, and variable interactions of functional competence with business strategy has no effect.



Tubastuvi and Wida (2007) conducted a study to determine the factors that affect the performance of the secondary industry in the business district of Banyumas. The company is featured as the sample as many as 20 pieces. This research show that partially from the seven independent variables i.e. competence production, marketing competence, the competence of innovation, business strategy, interaction production competencies with business strategy, marketing competence interaction with business strategy, interactions with business strategy innovation competencies that influence a positive business performance is significantly to production and marketing competencies.

Hipotesis :

- H. 1 : manufacturing competency has positive effect toward business performance of batik industry.
- H. 2 : marketing competency has positive effect toward business performance of batik industry
- H. 3 : innovation competency has positive effect toward business performance of batik industry.
- H. 4 : strategy business has positive effect toward business performance of batik industry.
- H. 5 : interaction of production competence and business strategy has positive effect toward business performance of batik industry.
- H. 6 : interaction of marketing competencies and business strategy has positive effect toward business performance of batik industry.
- H. 7 : interaction of innovation competence and business strategy has positive effect toward business performance of batik industry

METHODOLOGY

Population and Sample

The population of the study is the whole of the small and medium enterprise of industry Batik in Pekalongan, Central Java, Indonesia. The respondents chosen are medium-small business owners who have been running their business for 5 years, consisting of 120 respondents. Successful questionnaire was filled out by 90 respondents. Only 63 respondents (out of 90) completed the questionnaire. Then, it can be processed and analyzed.

Definition Operational Variable

Independent variable measurement adopts the instrument/questionnaire which is developed by Vickery, et al., (1993). By using these questionnaire, the data used are the data from the field or cross section data.



Functional area of competence is the sum of the percentages of the level of responsibility of level x and level of importance of x which is perceived by the performance manager of each functional area of 31 items prominence of priorities.

Formula to get the value of x. 1.1;X. 2.1;X. 3.1 are:

X.1.1= Manufacturing Competency = $\sum(MF \%Responsibility) \times (Importance) \times (performance)$

X.2.1 = Marketing Competency = $\sum(M \%Responsibility) \times (Importance) \times (performance)$

X.3.1= Innovation Competency = $\sum(I \%Responsibility) \times (Importance) \times (performance)$

Business strategy variables (X. 4.1) grouped in four groups of business strategy, and the research is conducted by using a theoretical concept. Overall, business strategies affect the performance of the business, but the business strategy that emphasizes on strategy cost assume more influence on business performance. Meanwhile, the business strategy that emphasizes on the differentiation strategy assumes a smaller influence. The basis of it due to the dependent variable i.e. business performance is measured by using a proxy of financial perspectives.

Thus, the magnitude of influence according to the assessment/scoring which is carried out in ordinal with a sequential assessment i.e. the value of 1 (one) for the first strategy, the value of 2 (two) for the second strategy, the value of three (3) for the third and final strategy value of four (4) for the fourth strategy (Vickery, et al., 1993).

X 0.7 X 4.1; X 2.1 X 4.1; X 3.1 X 2.5 = interaction between each functional competence with business strategy, is the absolute value of data multiplication functional competence with business strategy. Therefore, the multiplication value is the value of variable interaction that will be incorporated into the model/statistical analysis tool to be analyzed further.

Dependent Variable

The dependent variable in this study is business performance by using the proxy; they are Sales, Sales Growth, Market share, Market share growth, ROI (Return on investment) and ROS (Return on Sales). These variables are measured subjectively in which each respondent measures each dimension of performance relatively towards the main competitors to assess the superiority of the company position of the competitors.

Analysis Model



The Model of equations used to answer the research objectives are:

$$Y_i = b_0 + b_{1.1} X_{1.1} + b_{2.1} X_{2.1} + b_{3.1} X_{3.1} + b_{4.1} X_{4.1} + b_{1.4} X_{1.1} X_{4.1} + b_{2.4} X_{2.1} X_{4.1} + b_{3.4} X_{3.1} X_{4.1}$$

In which:

Y_i = dependent variable

$Y_{1.1}$ = Sales

$Y_{2.1}$ = Sales Growth

$Y_{3.1}$ = Market Share

$Y_{4.1}$ = Market Share Growth

$Y_{5.1}$ = ROI (Return On Investment)

$Y_{6.1}$ = ROS (Return On Sales)

X_i = independent variable

$X_{1.1}$ = production competency

$X_{2.1}$ = marketing competency

$X_{3.1}$ = innovation competency

$X_{4.1}$ = business strategy

$X_{1.1} X_{4.1}$ = interaction between production competency and business strategy

$X_{2.1} X_{4.1}$ = interaction between marketing competency and business strategy

$X_{3.1} X_{4.1}$ = interaction between innovation and business strategy

b_0 = constanta

$b_{1.1}$; $b_{2.1}$; $b_{3.1}$; $b_{4.1}$; $b_{2.4}$; $b_{3.4}$ = regression coefficient

Hypothesis testing

To test and to analyze the significance in multiple regression, it can be seen from the value of the probability (p)-t. If the value is smaller than 0.05 significant at levels stated, then an error will be five percent. Hence, it means that independent variables effect on dependent variables, in which the magnitude of the effect can be seen from the value of the coefficient of the regression independent variables respectively.

Then, to analyze the effect of the independent variables which are the most dominant ($X_{1.1} X_{3.1} X_{4.1}$) is proved by comparing the regression coefficient value of each significant independent variable, in which the biggest coefficient is the variable which influences dominantly.

RESULT

Based on the data, it could be concluded that the used model has passed the multicollinearity test. It could be seen from the FIV of each variable which less than 10.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
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1	.821 ^a	.675	.633	1.87288	1.853
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a. Predictors: (Constant), interinovcomp, marketcomp, STRA, inovcomp, prodcomp, interprodcomp, intermarcomp

b. Dependent Variable: BSNISPERFORMANCE

This model has also passed the autocorrelation test which shown by the value of Durbin Watson in 1.853, between $1.8457 < d < 2.1453$. Because it is stated on the table that Durbin Watson for $K=7$ and $N=63$, the DL value is 1.3547 and the DU value is 1.8457 so that the DU value is between du value $< d < 4-du$.

All variable are free from heteroscedastisities. It could be proved by the significance of all variable is more than 0.05. From the test of Kolmogorov Smirnov, it could be concluded that all variables used in a model is normal. It could be proved by the value of Kolmogorov smirnov 1.209 and the significance is on 0.108 which is more than the significance value; 0.05. So, it means that the residual data has been distributed normally.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	19.789	1.458		13.572	.000		
	Prodcomp	.251	.031	.724	7.990	.000	.720	1.389
	Marketcomp	.062	.028	.178	2.191	.033	.895	1.117
	Inovcomp	.071	.029	.199	2.440	.018	.886	1.129
	STRA	-.450	.281	-.133	-1.604	.114	.858	1.166
	Interprodcomp	.070	.030	.302	2.347	.023	.357	2.804
	Intermarcomp	-.055	.032	-.245	-1.684	.098	.280	3.576
	Interinovcomp	-.039	.025	-.202	-1.522	.134	.337	2.970

a. Dependent Variable: BSNISPERFORMANCE

Based on the regression result, it could be shown that:

$$Y = 19.789 + 0,251 \text{ PRODCOMP} + 0.062 \text{ MARKETCOMP} + 0,071 \text{ INOVCOMP} - 0,450 \text{ STRA} + 0.070 \text{ INTERPRODCOMP} - 0,055 \text{ INTERMARCMP} - 0,039 \text{ INTERINOVCOMP} + e$$

The first hypothesis stated that the competence of manufacturing which has significantly affected on the business performance is acceptable. It could be proved from the significance value, it less than 0.05. Therefore, it means the competence of manufacturing owned by the management of Small and Medium Enterprise Batik in Pekalongan has significantly affected on their selling. Thus, automotically it supports and increases the trading. Based on the model above, it can be stated that the higher competence of management in manufacturing could affect on their business performance.



Furthermore, the second hypothesis stated the competence in marketing has significantly affected on the supported business performance. Based on the table above, it could be seen that the significance value of marketing competence is 0.033, it less than 0.05. Thus, the hypothesis is statistically proved. Besides, it could be explained that the management with the good skill, responsibility, and product quality-oriented can increase the business performance. In fact, the marketing management of small and medium enterprise batik in Pekalongan choose the short siklus due to their product developing since the city has become the world city of Batik. So, the demand of the product relatively increases. In the other hand, the annual event of International Batik Week which attract many batik lovers from many countries over the world directly support the management to increase their business performance, in designing batik style to be more unique and competitive.

The third hypothesis stated that the competence in inovation side which has significantly affected on the business performance can be acceptable. It proved by the significance value of the competence variable in inovation; 0.018, which less than 0.05. As a sequence, the statistical variable is significantly on 5%. From this, it can be explained that The higher of inovation in producing by the management, the higher of the business performance increases. Furthermore, the management in inovation has the important role because they must have the specific product's style or characteristic, and unique one such as has interesting colour, and good quality. Therefore, the manager of small medium enterprise should have brilliant idea to create the trend.

Then, in hypothesis 4 it stated that the strategy which has significantly affected on the business performance can be acceptable. Considering that the significance value 0.014 is more than 0.05, so the statistical strategy has not affected on the business performance. It because the resposndents here is small and medium enterprises with relatively small business compared to the manufacturing company. Thus, the manager of small and medium enterprises who acted as an owner often does not pay attention a lot to the specific strategy as their basic of their company developing.

Furthermore, Hypothesis 5 stated that the competence interaction in manufacturing with the business strategy has affected on the business performance, and it is proved statistically. It shown at the significance value which on 0.023, less than 0.05. It means that the hypothesis is significantly on the level 5%. In addition, it showed that the production manager have paid and concerned on the operational cost in producing the goods. In this case, the respondents prefer to produce batik in the manual producer than in a company. And all of this is done for the shake of production efficiency.

In other hand, the hypothesis 6 which stated that the interaction between the marketing competence and the strategy has significantly affected on the performance is not proved. The last, hypothesis 7 which stated that the interaction between the competence in inovation and the strategy has affected on the business performance is not proved statistically.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.821 ^a	.675	.633	1.87288	.675	16.288	7	55	.000



Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.821 ^a	.675	.633	1.87288	.675	16.288	7	55	.000

a. Predictors: (Constant), internovcomp, marketcomp, STRA, inovcomp, prodcomp, interprodcomp, intermarcomp

b. Dependent Variable: BSNISPERFOMANCE

The result of regression shown that R^2 value is 0.633. It explain that all of independence variable at this regression model could be influence the dependen variable 63.3 %.

CLOSING

This research is expected to contribute to small and medium enterprises and government as policy makers. By knowing the factors that affect the business performance of small and medium enterprises (SMEs) in batik industry, the development of this business to be more focused and effective. The employers and the government should pay attention to functional competence is the competence of the production, marketing competence and innovative competence that determines the success performance of the business.



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