

INTERPRETATION EVALUATION AND THE EFFECT OF ORIENTATION TO VARIABLES OF MARKET RESEARCH

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ABSTRACT

Market orientation is a philosophy in marketing strategy that assumes that product sales are not dependent on sales strategy but on the consumer's decision to buy the product. Market orientation provides an appropriate portion of attention to customer orientation and competitor orientation in order to provide the needs and wants of consumers by providing superior value for customers and the performance value for the organization. The purpose of this study to Evaluate and interpretation of market orientation variables on various studies by some marketing experts Whose empirical facts result in differences in research results (research gap). The results of the study provide the following prepositions: 1) how the relationship of market orientation with organizational culture, 2) How is the relationship of market orientation with organizational learning to be hypothesized in further research for both manufacturing and service organisasi.

INTRODUCTION

Market orientation into an interesting issue as a matter of marketing strtaegi study on lately. In modern marketing management is very important to market orientation used as the basis for the company strategy. Through the concept of market orientation companies strive to meet the needs and desires of consumers by putting the satisfaction and customer values as the main thing in the transaction as the basis of analysis (Kara, Spillan & DeShields 2005) Assessment of the concept of market orientation by Suprayitno Eddie (2013) stated learning customer synthesized from market driven approach, learning theory, perception of the customer in synergy done to build relationships with their customers, 2. market orientation as a good marketing concept that underlies the achievement of marketing objectives while the findings Cervera,

Amparo; Molla, Alejandro; Sanchez, Manuel.2000, stated that Market Orientation Model developed, from the perspective of public management and market orientation, proved to affect the performance of public organizations. Bernard J Jaworski And Ajay K Kohli. 1999, in the article *Market Orientation: antecedents and Consequences* stated 1. Market orientation associated with top management emphasis on risk orientation, conflicts between departments and connectedness, centralization, and a reward system orientation, 2. Market orientation related to the overall business performance, organizational commitment of employees and the spirit of the production, 3. the relationship between market orientation and performance seems to be strong throughout the environmental context that is characterized by varying degrees of market turbulence, competitive intensity, and technological turbulence. While Kajendra Kanagasabay. 2008 in the article

Market Orientation and Company Performance (a study of selected Japanese and Sri Lankan Companies) said the companies should pay more attention emphasis top management on market orientation and the interrelationship between departments to maintain the level of market orientation of higher

Studies conducted by many researchers have resulted in findings that differ it is caused by various factors that contribute to the difference or *gap research* partly due to the condition of the respondents were used as the object, the internal conditions and external organizations, resource companies/organizations in which research is conducted or business if the companies manufacturing or service businesses, as well as differences in the focus of research walaupun using the same research variables namely market orientation. In a research, article is intended to evaluate the role of market orientation variable in various studies in his capacity as exogenous, endogenous as well as between the variables in the study. Some empirical findings about the effect of market orientation on various other variables such as market orientation of the orientation Influence Enterprise, Influence of market orientation, learning Organisaional, Effect of Competitive Advantage Market orientation towards market orientation or Influence on Performance Marketing, in fact there has been a gap or difference in the ndings findings by previous researchers. As one example of the gap in empirical findings on a study evaluating the effect of market orientation on performance is a research Matsuno *etal*,1994, Greenly, 1995, Ghosh *etal*,1994, Speed and Smith, 1993 in their findings support strong correlation between market orientation to performance while Han *et al*, 1998, Jaworski & Kohli, 1993, Deshpande *etal*,2000, Pelhan, 1997 in their findings do not support a positive relationship between market orientation organizational performance.

LITERATURE

Marketing strategy

According to David W. Cravens (2009), Strategies Marketing is the market orientation of the development strategy, which is involved in a changing business environment and the need to achieve the level of customer satisfaction. Marketing strategy to build competitive advantage by combining strategies to influence consumers and businesses, to be a collection of activities focused on a unified market.

The marketing strategy is a management solution designed to accelerate the marketing persolalan and make decisions that are strategic decisions.

Marketing orientation

Definition of by Craven (1994) market orientation as a strategic consumer targeting and build an organization that focuses on customer service, providing basic competition focused inward, provide services in accordance with the expectations of the consumer, so winning a competition. Meanwhile, according to Day (1988) market orientation is a competency in understanding the customer. The company's ability to provide customer satisfaction as well as their ability to detect gestures pesaingnyaShin (2012, P23) in International Business Research cites the definition of the nature of market orientation by Jaworski and Kohli (1997) by aggregating them in a theoretical view that market orientation is a marketing management philosophy that is built on the following activities:

- 1) market Intelligence is used to articulate the efforts in understanding customer needs;
- 2) Dissemination of intelligence is seen as a process and efforts to disseminate information on all components within the organization; and the
- 3) response is defined as a rapid action in following up market intelligence efforts, both on the needs of customers and competitors.

Some views on market orientation elaborated by Narver and Slater (1994) as the most effective organizational culture and efficient to create behaviors that can result in a what is best for shoppers and generate *superior performance* for the company. Kohli & Jaworski, 1990 stating the marketing concept of limited practical value, in order to be useful in practice. The marketing concept needs to be bridged by an operational sense in the form of implementation of the marketing philosophy, namely the implementation of market orientation by the management company. The market-oriented company is a company whose actions always consistent with the marketing concept. A strong market orientation in the company will provide better satisfaction to the buyers and the company gained greater returns on offer given.

In various studies of market, orientation has resulted in different findings. Market orientation is a company's ability to understand and respond to the consumer, market orientation is often associated

with the creation of the competitiveness of companies which could be regarded as part of corporate strategy. Some opinions about the definition of market orientation by several marketing experts described as follows:

1. Narver & Slater 1990: 21-22 defines the orientation of the market as the most effective organizational culture in creating important behaviors for the creation of superior value for buyers as well as business performance. Market orientation consists of three components, namely the behavior of customer orientation, competitor orientation and koordiasi interfunctional.
2. Uncles 2000: 1, market orientation as the processes and activities associated with the creation and the satisfaction of customers by continually assess the needs and desires of customers. Implementation of market orientation will bring improved performance for these companies
3. Bharadwaj et al. 1993: 92 states as a corporate culture that emphasizes the importance of considering the market (market-oriented) will lead to the strengthening of the customer (*superiorvalue*).
4. Day of 1994, the market-oriented company considered to have knowledge of a higher market and has a better ability of the customer, this ensures the ability of companies to obtain higher profits compared to a less market-oriented company.
5. Day 1994, Narver & Slater 2000 describes market orientation can be seen through the cultural approach and behavioral approach. In terms of cultural market orientation develop the values, norms and habits with regard to the behavior of the consumer-oriented by the whole part of the organization while the approach of behavioral states market orientation is an activity that is looking for marketing intelligence and disseminates information, and take action to respond to market (Kohli and Jarwoski 1990)
6. Richard A. Heiens, University of South Carolina Aiken, Academy Science Review, (2005) describes the market orientation as aspects of organizational culture that is believed to have broad effects on the company.
7. Deshpande and Webster (1993), market orientation as aspects palig relevant to the culture of the organization from the perspective of

marketing is a marketing concept that includes convictions and basic values shared in the implementation of the strategy and operations of

8. Kohli and Jaworski (1990) describe the orientation of the market as the ability an organization to produce, distribute and use key information about customers and competitors, the extent to which the company implements its market orientation depends on the activity of companies conduct customer orientation, competitor orientation, and interfunctional arrange.
9. Kohli and Jaworski (1993) stated Factors affecting the market orientation that is the antecedent (precursor) market orientation composed of top management, the dynamics between departments, structural and organizational systems that have a significant influence, on the other hand, there are the consequence of market orientation will effect on workers include organizational commitment and sensitivity to the organization and the business performance of the organization concerned.
10. Luke and Farrel 2000, market orientation is the process of generating and providing market information for the purpose of creating *superior value* for consumers

From a few descriptions of market orientation on the market orientation is intended as a process of generating information about customers and competitors by organizations which then distribute it into the organization as an input for the organization to make efforts in the behavior of market-oriented which is then implemented as an organizational culture in creating superior value for customers and the performance value for the organization

Dimension Orientation Market

Dimensions of market orientation are different as noted by some experts, among others:

1. Narver & Slater 1990: 21-22; Farrel 2000, states that market orientation composed of three components of behavior that is customer orientation, competitor orientation, and interfunctional arrange, namely: 1) **customer** orientation,as the understanding of the target buyers to be able to create superior value for them continuously and create the appearance of a superior for the company (Slater & Narver, 1990).

Oriented company to customer satisfaction foster a behavior that is more responsive to its customers to provide after sales service and quick response to customer complaints and commitment to the company's promise to its customers (Narver and Slater, 1994). Orientation and customer orientation form the customer's perception of the values that built and perceived henceforth expected to generate customer satisfaction. Deshpande, Farley and Webster (1993) consider customer orientation is the most fundamental of the corporate culture. An understanding of the entire value chain of buyers today or in the future can be achieved through the process of finding information about the customer (Uncles, 2000: 1), **2) Orientation** Competitors, through the orientation of the company's competitors understand the strengths, weaknesses of both short-term and long-term strategies of competitors potential (Narver and Slater, 1990: 22) .. the ability of management to identify competitors will help to gather information about what and how competitors running a business as well as modeling strategy is implemented, so that management strategies and gain an assurance that any activity that does not precede by competitors, Competitor-oriented companies appear to be companies that have a strategy and understand how to obtain and share information about competitors, how to respond to the actions of competitors and also how to respond to competitors' strategies of top management (Jaworski & Kohli, 1993: 55). **3) Coordinate Interfunsi**, including an application of resource coordination for an organization and dissemination of market intelligence (Narver and Slater 1990; Slater and Narver 1994 and OC Luke Bryan A. Farrell, *Journal of the Academy of Marketing Science*, p 4). Enhances communication and information exchange between all functions of the organization that takes into account customers and competitors, and then inform the market trend of the latest so that it can develop confidence and independence between functional units separately, the corporate environment who want to receive a product that is really only based on customer needs. Interfunctional coordination is the usefulness of a coordinated resource company creating superior value for customers who are targeted. Coordination interfunctional

refer to specific aspects of the organizational structure that facilitates communication between different organizational functions (Narver and Slater, 1990: 22).

2. Kohli and Jaworski (1993) stated in a market orientation is no *antecedent* (factor precursor) market orientation includes top management, inter-departmental dynamics, structure and organizational systems that have a significant influence on the sensitivity of the organization and performance of the business. Antecedents (factor precursor) of market orientation **are: 1) Top management**, play an important role in shaping the values and orientation in the organization (Felton 1959, Hambrick and Mason 1984, Webster 1988), The top management responsive/responsive to the needs and desires of consumers, giving emphasis to the members of the organization to be oriented towards the market, share intelligence information market with various parties in the organization and make organizations more responsive to market needs, 2) **the dynamics between departments**, these dynamics are taken into consideration in the process of market-oriented because of a conflict and linkages interdepartmental marked by tensions arising from the mismatch between the actual response and the expected response. connected facilities to facilitate their interaction and the use of information exchange becomes very important information (Cronbach and Associates 1981; Deshpande and Zaltman 1982; Patton 1978). 3) **The structure and organization system**, on formalization, centralization, departmentalization and reward systems in the organization is expected to respond/response to the implementation of market orientation with innovative behavior

Approach Market Orientation

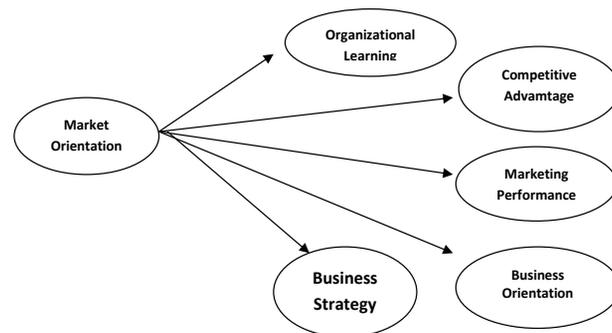
Rationale market orientation is basically focused on aspects of philosophy, culture, behavior or component strategy-component, Amparo Cervera, Alejandro Molla, Manuel Sanchez (2001). Ruekert (1992) in Cervera, Molla, and Sanchez (2000) indicate that there are several approaches that are substantially different, the difference lies in the shape focus of each approach, **1. The cognitive approach**, market orientation as culture/philosophy as statements Kasper (1997):

Market Orientation is the degree, by which an organization is guided and committed in all its thinking and behavior (internally and externally) to Reviews those factors that guide the organization's behavior in the market and the customer. This explanation is supported by Brown (1987), Shapiro (1988), Hooley et al, (1990), Narver and Slater (1990), Sharp (1991), Deshpande et al (1993), Avlonitis et al. (1993), Dreher (1993), Liu (1995), 2. The **behavioral approach focuses on information**, market orientation as a series of processes according to a statement of market information Kohli and Jaworski (1990, 1993): *It is a mix of three activities: "Organization of market intelligence pertaining to current and future needs of customers, dissemination of intelligence within the organization and responsiveness to it"*, supported by Rueket (1992): *"The Bends, by wich an SBU obtains and uses information about its customers, develops a strategy to satisfy Reviews their needs and implements that strategy answering to Reviews those needs and wants"*, Deng and Dart (1994): *"Market Intelligence generation about current and future needs of customers and competitors for Reviews their satisfaction, integration and dissemination of market intelligence and co-ordinated design and execution of the strategic organizational response to market oppotunities"*, supported by Diamantopoluos and Hart (1993), Cadogan and Diamantopoluos (1 995), Anttila et al. (1995), Pelham and Wison (1996). 3. **The approach focuses on organizational behavior**, market orientation as customer orientation, competitor orientation and coordination inter-function according to a statement Narver and Slater (1990): *"Organization culture that consists of three behavioral components and two decision criteria (profitability and long range)"*, the statement this is supported by Slater and Narver (1994 a, b, 1995), Sigauw et al.(1994) Greenley (1995a), Han et al (1998). 4. **Market orientation as the theory of resources and capabilities**,market orientation(*market orientation*) requires a company's ability to find a variety of market information on which to base stated corporate culture that emphasizes the importance of considering the market will lead to strengthening the company's competitive advantage. Market orientation is very effective to maintain and gain a competitive edge, starting from the planning, coordination with all the parts that exist within the organization to satisfy the needs and desires of customers. This emphasis on the competitiveness of the market orientation based on the identification of customer needs to be able to answer the needs that customers want both through the creation of new products, or the

development of existing products in order to create superior value for customers on an ongoing basis and can be an asset for the organization to win the competition .. Powered by Day (1994 a, b), Slater and Narver (1995), Hunt and Morgan (1995), Touminen and Moller (1996), Lado et al.(1998). 5. The **market orientation as an information center customers and competitors**, Augusty Ferdinand (2006: 187) states customer orientation and competitor orientation actually includes all activities aimed to obtain information on buyers and competitors in the target market. On the basis of the information developed and disseminated through coordination between functions in the organization of the company, that the three components of behavior that has a degree of urgency or the same importance

Framework

Based on some earlier research, the various variables affecting market orientation to be analyzed is depicted in a flow of thought which is described as follows:



Framework

Role of market orientation on various variables provide different findings means that the influence of market orientation on one variable can produce significant and insignificant findings. The findings of these studies produce exciting and dynamic phenomena related to the role of market orientation variable in the study.

METHODS

This study aims to evaluate the effect of market orientation of the various variables in the study where the prevailing market orientation as exogenous, endogenous as well as variable between. The purpose of this study was to evaluate the effect of orientation towards market orientation: a) organizational learning, b) Competitive Advantage, c) marketing performance, d) Orientation Entrepreneurship and e). The influence of market orientation on business

strategy. Evaluation and interpretation of market orientation of the variables above using qualitative data analysis by observing phenomena that exist from previous research that originates in a scientific journal article published in the electronic media. This study uses qualitative research with descriptive methods according to Sugiyono (2005) as a method used to describe or analyze the results of the study but not used to make broader conclusions. As the research data is secondary data which is the result of the previous study

DISCUSSION

Results Description Research

1) Market Orientation Effect Of Organizational Learning

Research Sinkula (1994), Narver & Slater (1995) introduces the construct of organizational learning in marketing, market orientation will be able to improve organizational performance when combined with organizational learning where organizational learning acts as a *market-driven approach* that is needed to anticipate and respond to customer needs evolving because of their innovative products and services. So the market orientation is an integral part of organizational learning. Farrell (2000) suggest that market orientation has a positive influence on learning orientation and learning orientation have a greater influence on business performance compared to learning orientation. Kara (2005), Bhuain (1998), Jaworski and Kohli (1993) in Wiyono (2013) states that the market orientation effect on organizational learning. The main focus of market orientation support organizational learning as an effort to create value for consumers on the basis of knowledge of customers and competitors analyzed (Day, 1994, Narver and Slater, 1990). Barker & Sinkula (1999) suggests that market orientation with the learning will result in innovation while the market orientation without learning will produce imitation this is reinforced by the statement Eddi (2013) market orientation with learning customers pushed the company into a market leader while orientation without learning customers only established the company as market followers. This is as stated by Ferdinand, 2000 and Pelhan, 1997, market orientation is a dimension of organizational culture and the nature of the learning orientations that can be maintained through organizational

learning. Research findings Desembrianita.E (2017) on the market orientation variable influence on organizational learning is significant, the research carried out on the management of tourist destinations in East Java with 96 managers of 24 travel destinations are researched travel higher market orientation then giving stronger boost in travel managers to conduct organizational learning for organizations in East Java travel managers. The higher the market orientation, the higher the organizational learning where one indicator of organizational learning is a commitment. Organizations require a commitment to building a market-oriented organization, organizational commitment is a form of identification and involvement of loyalty expressed by employees (M. Indrasari, 2017)

2) Effect of Market Orientation Toward Competitive Advantage

Applications market orientation as a strategy to encourage organizations better understand the consumers and competitors and established a good inter-functional coordination within the organization. It is indirectly making the organization do a superior value for consumers. By presenting the most valuable products make customers satisfied in buying the products offered so that the effect on the competitiveness of the company. Companies are able to win the competition means being able to present a *superior performance* in the organization that is said to have a competitive advantage. So the higher market orientation, the higher the competitive advantage that the influence of market orientation towards a significant competitive advantage. This is consistent with findings in the dissertation research Desembri.E (2017) that the market orientation that has been applied by tourism operators in East Java proved a significant effect on improving the competitiveness of the tourist attraction run. The higher the market orientation makes the higher the competitive advantage of a tourist destination in East Java. Peteraf statement and Barney (2003) in Mulato (2015), that the company will have a competitive advantage if it is able to create a greater economic value than its competitors in the market. Research conducted by Day (1994), Aristin Nikmah (2013), Aris Mardiyanto (2013), Renita Helia (2015) which states that market orientation has a positive impact on competitive advantage.

3) Effects of Market Orientation on Performance Marketing

Influence of market orientation on performance marketing has proved significant this is in accordance with research conducted by Deng and Dart, 1994; Fritz, 1996; Greenley, 1995; Greenley and Foxall, 1997.1998; Jaworski and Kohli, 1993; Nerver and Slater 1990; Pitt et al, 1996; Ruckert, 1992; Selnes et al, 1996; Slater and nerver, 1994), Olivers and Lado, 2003, in Wachjuni (2014), Puledran et.al (2003); Zhou, Brown and Dev (2009), Morgan et.al (2009), Mahmoud (2011) that if the high market orientation behavior makes high-performance marketing. Market orientation is successfully applied in the company will give superior value for customers and superior performance for the company. Matsuno *et al*,1994, Greenly, 1995, Ghosh *et al*,1994, Speed and Smith, 1993 in their findings support a strong correlation between market orientation to performance

In another study resulted in the finding that the effect of market orientation on performance marketing is not significant. Han *et al*, 1998, Jaworski & Kohli, 1993, Deshpande *et al*,2000, Pelhan, 1997 in their findings do not support a positive relationship between market orientation organizational performance. This is consistent with the findings of Desembri.E (2017) in his research entitled "Effect of Market Orientation and Organizational Learning Orientation Toward Entrepreneurship, Competitive Advantage and Marketing Performance In Travel Destinations Made in East Java". Variable Market Orientation does not significantly affect marketing performance so that the orientation of the market that had been applied to tourism operators in East Java directly will not be able to affect the performance of marketing but the test is an indirect relationship or mediation of other variables such as organizational learning and competitive advantage of the market orientation proved to affect performance and significant marketing means marketing orientation can influence marketing performance through mediation when other variables in this study are variable competitive advantage and organizational learning variables. Competitive advantage is what produces *the superior performance* that directly impact the performance of marketing as well as in finding Castanias and Hefat (2001) states implementing the application strategy of market orientation of companies takes time and the process so it will not directly affect the performance of the

company but it must be through the creation of competitive advantage for the company to get profits.

4) Effect of Market Orientation Against orientation Enterprise

Market orientation implementing marketing concepts, namely how to meet customer needs, and a culture that is very effective and efficient for the company to create the best value for buyers while creating the company's performance is the best (Naver & Slater, 1990). In order for the customer's needs can be met and to win the competition, entrepreneurs should use its resources to find out the needs of customers, understand the strengths and weaknesses of the company, understand tips contenders meet the needs of its customers, as well as understand how to use its resources to create added value for its customers. Therefore, the company should be able to run the innovation that is part of the entrepreneurial (Covin & Slevin, 1989; Barringer & Bluedorn, 1999). To innovation can work well, Companies need a clear market information (market orientation in accordance with Kohli & Jaworski, 1990).

Thus the proposition leads to a positive relationship between market orientation and entrepreneurial behavior. To innovate, companies have to take risks. Innovation is successful if the company's product innovation results in accordance with customer needs (Matsuno *et. Al*, 2002). In this case, the proposition leads to a positive relationship between entrepreneurial behavior and needs of customers (market orientation), as the opinion of Jaworski and Kohli (1993), that the market orientation is done with a certain risk level. One dimension of entrepreneurial behavior is proactive (Covin & Slevin, 1989), and according to Matsuno, Mentzer, and Ozsomer (2002), proactive dimension of entrepreneurship Questioning about how to find opportunity and enter the area new marketing

1) Effect of Market Orientation Against Business Strategy

In studies, JE Sutanto 2009 against food industry medium and a large-scale test was used SEM analysis AMOS get the finding that the effect of market orientation on business strategy is significantly indicating that the market orientation which is implemented as a strategy by the company provides a good contribution in creating a level of profitability.

That is the strategy implemented market orientation is feasible, consistent and has the advantage for the management of the company as quoted Mintzberg 1995. The market orientation strategy as a business strategy that focuses on customers and competitors were able to make the company has a differentiation of the products presented to consumers, companies focus on serving products according to the needs of consumers and companies produce *cost leadership*, Porter, 1992.

Implications of research

Implications of research on the study of market orientation in various studies provide findings that the company has a good understanding of the philosophy and culture of a market orientation, the company will be able to implement market orientation as a concept organizational culture where culture is brought into the company's organizational system, communicated to all members of the organization as a culture to be the attitude for all members of the organization as Mason a in achieving marketing objectives so that market-oriented culture in some studies provide a significant impact on entrepreneurial orientation, organizational learning, competitive advantage and marketing performance, both on the direct influence between variable test or test indirect influence between variables.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Based on a review of several studies the influence between variables of market orientation and other variable yield findings as follows:

1. Market Orientation significant effect on Organizational Learning, market orientation and organizational learning to support each other in creating an organizational capability
2. Market Orientation significantly influences Competitive Advantage. Market orientation positively and significantly increasing the company's competitiveness. Increased market orientation will make the company competitive advantage also increases.
3. Effect of Market Orientation on Marketing Performance results are not significant. If the effect of market orientation on performance

marketing uses indirect influence test results are significant. The higher the potential to increase the market orientation marketing performance through the mediation of organizational learning variable that market orientation is accompanied by organizational learning will improve the performance of the company

4. Influence Orientation Market Orientation on Entrepreneurship is significant. Through the company's market orientation will encourage entrepreneurial orientation. The higher the entrepreneurial orientation makes the market orientation of the company is also increasing.
5. Market orientation significantly influences the Business Strategy. Market orientation as a business strategy to make the company has on product differentiation and generates *cost leadership*

Advice

1. understanding of the concept of market orientation as a strategy that companies should respond in more depth by businesses. The concept of market orientation necessary for designing learning for the orientation of management as part of the corporate culture in order to achieve an increase in performance marketing. Learning by all members' organizations that market orientation can be realized in an action/action.
2. The concept of market orientation in its implementation requires time and enough process and requires management support in building commitment to the organization's members to market-oriented so it is expected that all members of the organization can understand market orientation as organizational culture,

For subsequent researchers who will conduct research on market orientation can propose hypotheses about the influence market orientation of organizational culture, and the influence of market orientation on organizational learning where commitment as one indicator.

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