

Market and Learning Orientation Effect through Organization Governance on Competitive Advantage of Universities in Jakarta

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Abstract: This research tries to examine the effects of market orientation and learning orientation toward competitive advantage through organizational governance. The population of this paper are universities under the Regional Coordinating Office for Higher Institutes (Kopertis Wilayah-III) in Jakarta. Data of this paper are collected from 3 (three) biggest private universities in Jakarta, namely: Trisakti University, Atma Jaya Catholic University (UNIKA Atma Jaya) and Bina Nusantara University (BINUS) by using 960 questionnaires and the respondents in this paper are the Head of Academic Division of Trisakti University, Deputy Chancellor I of Atma Jaya Catholic University and Vice Rector in charge of Research & Technology Transfer of Bina Nusantara University. Furthermore, the data will analyzed by using Structural Equation Modeling (SEM) through the WarpPLS 4.0 program.

Computational results show that all hypotheses are acceptable, uch as follows: i). There is a negative and significant effect of market orientation towards organizational governance; ii). There is a positive and significant effect of learning orientation towards organizational governance; iii). There is a positive and significant effect of organizational governance towards the competitive advantage; iv). Market orientation negatively affect competitive advantage but insignificant; and v). There is a positive and significant effect of learning orientation towards competitive advantage.

The implication of this research shows that eventhough the organizational governance is influenced negatively and significant by the market orientation, and market orientation also negatively but insignificant affect the competitive advantage, there are no matter with them because they are already have the specific market throughout their operation. Organizational governance and competitive advantage those already generated by these 3 universities are able to improve their marketing performance. This finding also proves that these three universities do have specific learning orientations and differ from each other. In the end, every new academic year, new prospective students will come by themselves to these universities.

Keywords

Market Orientation; Learning Orientation; Organizational Governance; Competitive Advantage; Structural Equation Modeling.

Introduction

Higher Education (PT) is the highest level or rank in a formal education institution, including in Indonesia. This ranking will produce graduates who have high ability and multi-use, meaning that each graduate has an average ability that is higher and varied than people who do not have or take this level. Benefits of PT can be directly or indirectly, considering that PT aims to prepare quality human resources who will later serve the community, country and where they will work. In the world of education (especially the issue of quality and

competitiveness) when viewed from an economic standpoint, it will show a positive correlation where the economic condition of a healthy country and proportional policies for the education sector, will make universities as the *prima donna* sector in promoting improved quality and competitiveness nation.

Malaysia bravely provides a bigger portion of the education budget than other sectors, even making education a prime sector to drive the country's economy. So now, in terms of education and tertiary ranking, Malaysia has left Indonesia quite far. Likewise with Japan, which makes education a leading sector in spurring the country's economic growth. So that in a relatively short time, Japan was transformed into one of the countries with the strongest economy in the world. These two examples are enough to illustrate how the education and economy of the State will work together to form mutually influential relations, so that it will accelerate the creation of the nation's competitiveness.

According to data from the Ministry of National Education 2015/2016, the number of PT Indonesia reaches 4,507 Universities, consisting of Universities, Institutes, Colleges, Colleges, and Polytechnics. DKI Jakarta has the second largest number of private universities (53) after Prop. East Java, which is 58 universities. However, universities in DKI Jakarta produced the most graduates from all provinces in Indonesia, in the period 2011-2015. The second place is Prop. East Java, the third is West Java, and the fourth is Prop. Central Java. As for outside the island of Java, the Prop. North Sumatra has the highest number of graduations compared to other Prop-Prop outside Java.

In higher education there are three main functions, which carry out educational / teaching, research and service activities, which are called the Tri Dharma of Higher Education. If we refer to the output of this philosophy, there are three main roles that must be carried out by universities today, namely: (i). produce highly qualified human resources and able to adapt to changes in science and technology; (ii). continuously giving birth to new knowledge and knowledge; and (iii). always improving access and adaptation to science.

At present, it is reflected that getting new students is still difficult. This is due to intense competition between universities and coupled with the many new study programs opened by the State University with the status of Legal Materials (PTNBH). Therefore a new breakthrough is needed in order that the university can survive. Even though the low cost strategy carried out by almost some PT in DKI Jakarta, is still considered unable to compete. In company research, according to Penrose (1959 and 2009) and Barney (1991 and 2001), competitive advantage comes from resource-based view theory. According to this theory, companies build competitive advantage by creatively applying valuable resources. Resources that help companies to build sustainable competitive advantage have four special characteristics, namely valuable, rare, inimitable, and cannot be substituted or substituted (non-substitutable) or VRIN resources (Barney, 1991 and 2001).

Various studies on competitive advantage have been carried out, but still need to be studied comprehensively between the factors that influence and the presence of variables that mediate among these factors, therefore a study entitled: "Analysis of the Effect of Market Orientation and Learning Orientation Against Excellence Competing Through Organizational Governance At Universities In Jakarta ".

Theoretical Background

Market Orientation

The concept of market orientation can be defined as the activity of gathering information about customers and competitors as well as how to distribute information to all parts of the organization in order to take action in accordance with the capacity of strategic action. The concept of market orientation proposed by Narver and Slater (1990 and 2000), Kohli and Jaworski (1990 and 2000) states that market orientation is the most effective and efficient organizational culture that can create the behavior needed to create superior value for customers. In research conducted by Kohli and Jaworski (1990 and 2000), the term "market orientation" finds broad appeal in the marketing literature. They define market orientation as the generation of market intelligence regarding current and future customer needs, the spread of intelligence between departments, and the response to the market. Thus the customer-based focus is a central element of market orientation.

Learning Orientation

Learning orientation is also considered as an organizational culture that influences the tendency of companies to use science and will impact on an organization that uses information and learning actively (see among others: Dey, 1992 and 2010; Hurley & Hult, 1998 and 2004; Pulendran et. al., 1999 and 2000). There are four components related to learning orientation, namely commitment to learning, sharing of vision, open-mindedness and sharing of knowledge between divisions (Moorman & Miner, 2001; Calantone et al., 2002). Learning orientation is defined as all attitudes and goals that express the individual relationship of students with study programs and universities.

In organizational learning orientation, commitment to learning, the influence of open-mindedness and shared vision affect the direction of learning (Sinkula et al., 1997 and 2007). Verona (1999 and 2003) states that

learning in an organization can be meaningless without a shared vision because an organization tends to have some new thoughts and ideas that might never have been realized without the direction of the goal, also the existence of big ideas can be interpreted differ because of various interests in an organization (Calantone et al., 2002). Similar to market orientation, learning orientation also involves sharing information that starts from learning individual knowledge and this is referred to as sharing knowledge between divisions. Knowledge sharing between divisions can facilitate the effective accumulation of knowledge aimed at preventing knowledge loss caused by employee rotation or rotation (Moorman & Miner, 2001; Calantone 2002).

Good Corporate Governance

Good corporate governance (Good Corporate Governance / GCG) is the corner stone of the company's operation so that the company is able to grow healthy and sustainably. For modern companies, it is characterized by the separation of ownership and control. As the owner of the company, not at all in his capacity or willingness to direct the company, therefore professional managers are employed to run the company wheels. Since the separation of ownership and control in the company began, the shareholder model of corporate governance has increasingly become associated with agency theory (Rossouw, 2008). Armstrong & Unger (2009) and Shleifer & Vishny (1997 and 2002) define governance as a way for supplier investment to return again and The Australian Standard (2003) defines corporate governance as the process by which organizations are directed, controlled and held accountable. Corporate governance is also defined as the relationship between various participants in determining the direction and performance of the company (Monks and Minow, 2004).

Good corporate governance will guarantee transparency, fairness and accountability by establishing rules and practices to regulate relations between managers and shareholders and a company and other stakeholders, such as: employees, retirees and the local community. Alkhafaji (1989 and 2011) defines corporate governance as a kind of organization that has the authority to oversee the operations of different departments. Among such departments, it is very important to maintain a sense of overall authority.

Competitive Advantage

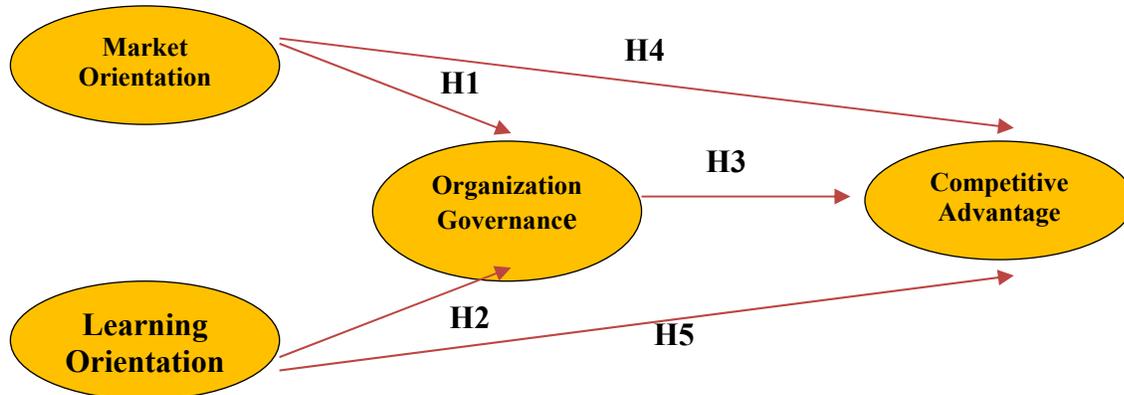
David (2013), said that the superiority of strategy is everything that is done very well by a company compared to its competitors. When a company can do something and another company cannot do or have something that its competitors want, it illustrates the company's competitive advantage. Generally, a company is able to maintain competitive advantage only for a certain period, so it is not enough to only have a competitive advantage. A company must strive to achieve sustainable competitive advantage by: (i). continuously adapt to external trends and events as well as internal capabilities, competencies and resources; and (ii). effectively formulating, implementing and evaluating strategies that take advantage of these factors (David, 2013; Njuguna, 2009; Barney, 2010).

Sources of competitive advantage have been a major concern for the research of scholars and practitioners over the past two decades (Grant, 1991 and 2016; Peteraf and Bergen, 1993 and 2003.) The importance of competitive advantage as a determinant of the success and growth of a company has increased rapidly in last decade. This is due to the result of the belief that the fundamental basis of performance above average in the long run is sustainable competitive advantage (Porter, 1980 and 2008). According to Barney (1991 and 2001) in Njuguna (2009) a company is said to have a sustainable competitive advantage when implementing value creating strategies are not simultaneously implemented by current or potential competitors and when other companies cannot duplicate the benefits of this strategy.

Another theory, comparative advantage, can cause a country to specialize (specialized) in producing finished goods or exporting raw materials Competitive advantage seeks to correct this problem by emphasizing economies of scale maximizing goods and services that collect premium prices. Competitive Advantage is the ability obtained through attributes and resources to perform at a higher level than others in the same industry or market (Porter, 2008 and Chacarbaghi and Lynch 1999). A company is said to have Competitive Advantage when implementing a value creation strategy not simultaneously implemented by every current or potential player (Barney 1991 cited by Clulow, et al. 2003)

Research Framework

Figure 2. Research Framework



Source: data processed

Research Methodology

Research Design

This study aims to analyze the hypothesis of developing competitive advantage in 3 universities in Kopertis region III Jakarta. The type of investigation of this research is to look for correlations between proposed variables. The unit of analysis in this study is the policy makers in the educational institutions in the 3 universities, which consist of the Vice Chancellor I or the authorized officials at the university.

Population and Sample

According to 2016 Kopertis Region III Private University Directory data, there were 53 universities and out of 53 universities, researchers only took 3 (three) universities through observation by observing and considering the accreditation of "A" universities and the number of students was above 20,000 college students. From this limitation, 3 universities were chosen, namely: Trisakti University, Atma Jaya Catholic University (UNIKA Atma Jaya) and Bina Nusantara University (BINUS). Researchers conducted communication and visits to each university to provide 960 (nine hundred sixty) questionnaires. This research takes between 5 (five) months to 12 (twelve) months, so that all questionnaires can be collected again

Data Analysis Technical

Partial Least Square (PLS)

Partial Least Square is a powerful analysis method because it is not based on many assumptions and can be applied to all types of data scales (nominal, ordinal, interval, ratio) and the sample does not have to be large. The software used in processing this data is WarpPLS 4.0 developed by Prof. Ned Kock from Texas A & M International in 2010. The Warp PLS 4.0 program is able to calculate latent score variables from level two or even more variables, and can even be used to develop models. In addition, in models that use moderator variables, the use of the Warp PLS 4.0 program is very helpful in calculations, without the need to divert any indicator questions from the moderator variables. There are four reasons for using PLS in this study, namely: (i). 1. Data does not have to be normally distributed; (ii). Can be used for research that uses moderating variables. Moderating variables are variables that strengthen or weaken the relationship between other independent variables to the dependent variable; (iii). Can be used for small samples. According to Ghozali (2008) the recommended sample size is greater than 30 respondents, it can already be used; and (iv). Apart from being used to confirm theories, PLS can also be used to explain the presence or absence of relationships between latent variables.

Steps of Data Analysis with PLS

The steps of data analysis and structural equation modeling using PLS software are as follows: (i). Designing a Structural Model (Inner Model); (ii). Designing a Measurement Model (Outer Model); and (iii). Convert Path Chart to Equation System.

1. The basic equation model of the Inner Model can be written as follows:

$$D = \beta_0 + \beta\eta + \Gamma\xi + \zeta$$

$$D_j = \sum_i \beta_{ji} \eta_i + \sum_i \gamma_{jb} \xi_b + \zeta_j$$

2. The basic equation model of the Outer Model can be written as follows:

$$X = \Lambda x \xi + \epsilon x$$

$$Y = \Lambda y \eta + \epsilon y$$

Furthermore, for the parameter estimation method in PLS will use the least squares method. The calculation process is done by iteration, where the iteration will stop if the convergent condition has been reached. Estimating parameters in PLS includes 3 things, namely: (i). Weight estimate used to calculate latent variable data; (ii). Path estimate that connects between latent variables and loading estimates between latent variables and their indicators; and (iii). Means and location parameters (regression constant values, intercepts) for indicators and latent variables. Meanwhile, to measure the Goodness of Fit Model, it is performed by using the R^2 value of the dependent latent variable with the same interpretation as regression. Q^2 predictive relevance for structural models measures how well observational values are generated by the model and also its parameter estimates. Magnitude has a value with the range 0 - 2 in the path analysis. Hypothesis testing (β , γ , and λ) is done by Bootstrap resampling method developed by Geisser & Stone. The statistical test used is the t statistic or t test. The application of resampling method, allows the application of freely distributed data, does not require the assumption of a normal distribution, and does not require a large sample.

Results and Discussion

Path Coefficients Results (Mean, STDEV, T-Values).

After conducting a series of data tests and its constructs, then it can then be tested on the proposed hypothesis. Hypothesis test results conducted using SmartPLS, show the results of path coefficients and significance test results, in the following table and figure.

Table 1. Path Coefficient Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)
OB -> KB	0,553955	0,590721	0,110968	0,110968	4,992050
OB -> TKO	0,502652	0,497964	0,167701	0,167701	2,997311
OP -> KB	-0,075202	-0,029321	0,162160	0,162160	0,463751
OP -> TKO	-0,360580	-0,367752	0,170028	0,170028	2,120704
TKO -> KB	0,415385	0,427635	0,052915	0,052915	7,850075

Source: data processed

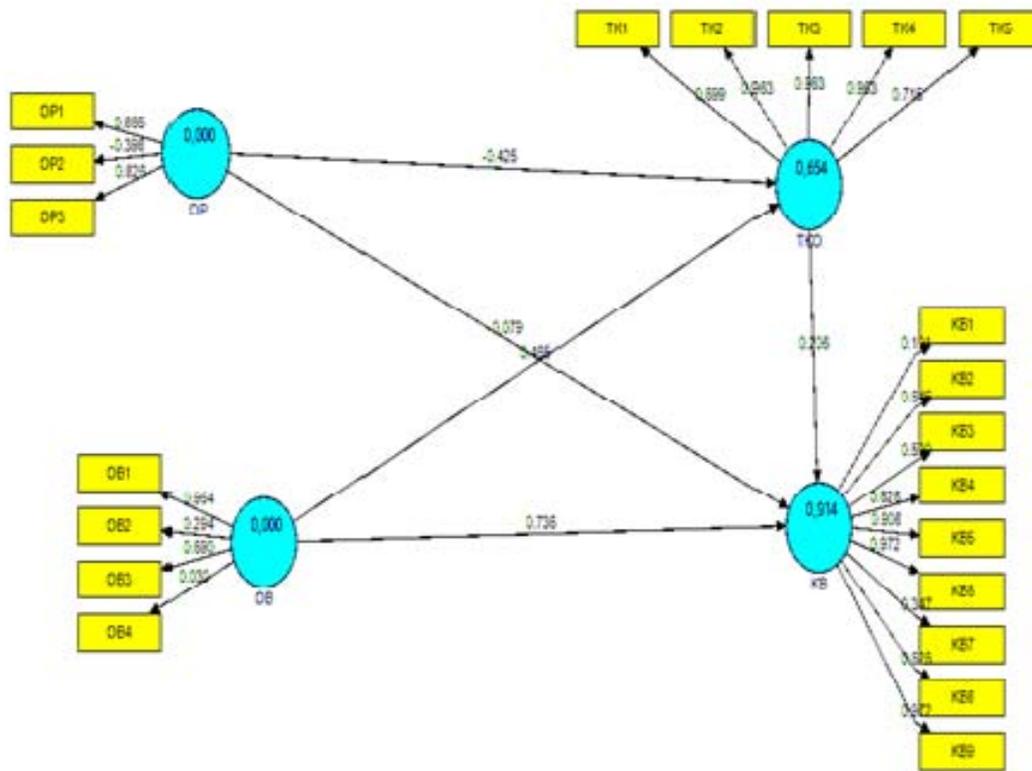


Figure 1. Output Path Coefficient

Source: Data processed

The Output Path coefficient, as seen in the figure above, is to see the significance effect of each variable:

1. The t-statistic value of 2.120704 is stated to have a significant effect (t table of 5% significance = 1.96). Because the value of t statistic is greater than t table, then the decision making is Ho is accepted.
2. The t-statistic value of 2.997311 is stated to have a significant effect (t table of 5% significance = 1.96). Because the value of t statistic is greater than t table, then the decision making is Ho is accepted.
3. The t-statistic value of 7.850075 is stated to have a significant effect (significance table of 5% = 1.96). Because the value of t statistic is greater than t table, then the decision making is Ho is accepted.
4. The t-statistic value of 0.463751 is stated to has no significant effect (significance table of 5% = 1.96). Because the value of t statistic is smaller than t table, then the decision making is Ho is rejected.
5. The t-statistic value of 4.992050 is stated to have a significant effect (t table of 5% significance = 1.96). Because the value of t statistic is greater than t table, then the decision making is Ho is accepted.

Discussion

Hypothesis 1

The first hypothesis is tests whether Market Orientation (X1) significantly influences Organizational Governance (Y). Because the value of t statistic is greater than t table ($2.120704 > 1.96$), the decision is that Ho is accepted or can be interpreted Market Orientation (X1) significantly influences Organizational Governance (Y). Data from the study indicate that the magnitude of the parameter coefficient for the Market Orientation variable (X1) is -0.36058. This means that there is a negative influence between Market Orientation (X1) on Organizational Governance (Y) or it can be interpreted that the better the Market Orientation, the Organizational Governance will decrease. Therefore, market orientation behavior (which has three components namely consumer orientation, competitor orientation and inter functional coordination orientation) and these components must be supported by relevant organizational orientation and culture, so that it can be applied well.

Hypothesis 2

The second hypothesis examines whether Learning Orientation (X2) influences and significantly affects Organizational Governance (Y). Because the t-statistic value is greater than t-table ($2.997311 > 1.96$), the decision making is H_0 accepted or it can be interpreted that Learning Orientation (X2) significantly influences Organizational Governance (Y). The results of data processing indicate that the magnitude of the parameter coefficient for the Learning Orientation (X2) variable is 0.502652, which means there is a positive influence between Learning Orientation (X2) on Organizational Governance (Y) or it can be interpreted that the better the Learning Orientation, The organization Governance will increase.

Hypothesis 3

The third hypothesis tests whether Organizational Governance (Y) significantly influences Competitive Advantage (Z). Because the t-statistic value is greater than t-table ($7.850075 > 1.96$), the decision-making H_0 is accepted or can be interpreted as Organizational Governance (Y) significantly influences Competitive Advantage (Z). The results of data processing indicate that the magnitude of the parameter coefficient for Organizational Governance variable (Y) is 0.415385 which means there is a positive influence between Organizational Governance (Y) on Competitive Advantage (Z) or it can be interpreted that the better the Organizational Governance, the Competitive Advantage will increase.

Hypothesis 4

The fourth hypothesis tests whether Market Orientation (X1) significantly influences Competitive Advantage (Z). Because the t-statistic value is smaller than t-table ($0.463751 < 1.96$), the decision making is H_0 is rejected or can be interpreted Market Orience (X1) does not significantly influence Competitive Advantage (Z). The results of data processing indicate that the magnitude of the parameter coefficient for the Market Orientation variable (X1) is -0.075202 which means there is a negative influence between Market Orientation (X1) on Competitive Advantage (Z) or it can be interpreted that the better the Market Orientation the Competitive Advantage will drop. This shows that in universities that have excelled, the number of students has no significant effect, because other factors such as learning orientation and organizational governance play a major role in competitive advantage. Universities that have excelled are more focused on learning orientation so they can innovate according to market needs.

Hypothesis 5

The fifth hypothesis tests whether Learning Orientation (X2) significantly influences Competitive Advantage (Z). Because the t-statistic value is greater than t-table ($4.992050 > 1.96$), the decision making is H_0 is accepted or can be interpreted Learning Orientation (X2) significantly influence Competitive Advantage (Z). The results of data processing indicate that the magnitude of the parameter coefficient for the Learning Orientation (X2) is 0.553955, which means there is a positive influence between Learning Orientation (X2) towards Competitive Advantage (Z) or can be interpreted that the better the Learning Orientation, the Competitive Advantage will increase.

Conclusion and Implications and Suggestions

Conclusion

This research has succeeded in finding that there are two factors that significantly influence the University Competitiveness which are studied, namely Learning Orientation and Organizational Governance. Universities that have excelled are more focused on improving the ability of employees and teaching staff through good organizational governance so they can innovate. The public or customers actually prefer a university that suits their wants and needs. By continuing to maintain and develop sources of competitive advantage, the survival of the university will be maintained. Furthermore, it is generally concluded that Market Orientation has a negative and significant effect on Organizational Governance and is positive but not significantly on Competitive Advantage. Furthermore, Learning Orientation has positive and significant influence on Organizational Governance. There is also a positive and significant influence between Organizational Governance on Competitive Advantage. While the Learning Orientation had a positive and significant effect on Competitive Advantage.

Theoretical Implications

Based on the results of the study, it was found that a competitive advantage model that involved constructs, market orientation, learning orientation and organizational governance (as explained in the previous chapter) did not consider the model to be generally applicable. The results of this study provide further insight into the understanding of the Relationship between Market Orientation, Learning Orientation, Organizational Governance and Competitive Advantage within the University, which verifies that Market Orientation does not significantly influence Organizational Governance and Organizational Competitive Advantage. Only Learning Orientation is able to

positively influence Organizational Governance and Competitive Advantage at the University. Furthermore, good organizational governance will affect the competitive advantage of the university.

Managerial Implications

The results of this study have implications for the policy of the Office of Education and the Foundation or stakeholders as the organizer of the university for:

1. Provide opportunities for employees or teachers to develop their abilities by learning to be able to develop themselves, so that they can exceed the achievements of others' work with the assistance and facilitation of the Government or Foundation.
2. Making clear and transparent regulations on labor and education regulations at universities involving the government, so that employees or teaching staff at universities have clear indicators relating to organizational relations so that they are expected to increase their commitment and loyalty to the university where they teach.
3. Improving the performance of teaching staff through the use of government assistance in the form of providing funds for teaching staff to develop academic skills; both through formal and non formal education channels. And coupled with Foundation policies, in the form of rewards for teaching staff who have high performance.
4. Market orientation will affect universities that have excelled if all management and employees realize the commitment to implementing good and correct governance. This can be done by signing an integrity pact based on governance guidelines that are applied at all levels and operational activities of the university.

Suggestion

Some of the suggestions that will be found below are related to the findings that confirm and the findings are different from previous studies:

1. The insignificant influence between Market Orientation on Organizational Governance and on Competitive Advantage is a new finding in the university research area, therefore research is needed to verify these findings in other areas.
2. Significant positive relationship between Learning Orientation with Organizational Governance and Competitive Advantage and Organizational Governance towards Competitive Advantage. Therefore, university service providers in this case universities in particular can make this a consideration in order to become an excellent university.
3. Further research can be done by adding the influence of other variables that influence competitive advantage, for example environmental variables. With this research it is hoped that it can be known whether environmental variables can indeed be used as a source of achieving university competitive advantage.

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