

The Performance of Handicraft Embroidery Entrepreneurs in Aceh

Yanita^a, Nasir^b, Mukhlis Yunus^c, Hizir^d, ^aDoctoral Program student of Management Science, Universturer of Economic and Business Faculty, Universitas Malikussaleh. Indonesia, ^{b,c,d}Doctoral Program in Management Science Universitas Syiah Kuala, Banda Aceh, Indonesia, Email: ^ayanita61@yahoo.com, ^bnasirazis@yahoo.com, ^cMukhlis.feusk@gmail.com, ^dhizir@unsyiah.ac.id

This study was to analyse the performance of embroidery entrepreneurs in Aceh. The location of the study was in five districts, namely Sulam entrepreneurs in Banda Aceh, Aceh Besar, Bireun, Lhokseumawe and West Aceh. The sampling method uses Proportional Stratified Sampling. Then random sampling was carried out in each city or regency with a total of 198 embroidery entrepreneurs. This research uses AMOS Structural Equation Model (SEM), as a data analysis tool. From the test, some results showed that Entrepreneurial Recruitment, Entrepreneur Training, and Entrepreneurial Orientation have a positive effect on Entrepreneurial Commitment and entrepreneurial performance. Whereas, there was found to be no positive effect of organisational innovation on entrepreneurial commitment and entrepreneurial performance. The entrepreneurial commitment variable acted as an intervening variable and mediates the relationship between entrepreneurial recruitment and entrepreneurial performance, namely Fully Mediated. The entrepreneurial commitment variable does not act as an intervening variable and does not mediate the relationship of entrepreneurial training with Entrepreneurial performance (Partial Mediated). The entrepreneurial commitment variable does not act as an intervening variable and does not mediate the relationship between entrepreneurial orientation and entrepreneurial performance. The entrepreneurial commitment variable does not act as an intervening variable and does not mediate the relationship between entrepreneurial orientation and entrepreneurial performance (Partially Mediated). The entrepreneurial commitment variable does not act as an intervening variable and does not mediate the relationship of organisational innovation with Entrepreneurial performance (Non-Mediated).

Key words: *Entrepreneur Recruitment, Entrepreneur Training, Entrepreneurial Orientation, Organisational Innovation, Entrepreneurial Commitment and Entrepreneurial Performance.*

Introduction

Efforts to develop a region's human resources can be carried out and evaluated through existing growth in various businesses that are in the local area and have economic value. The economic value of an area can be seen as in activities that provide added value economically, such as embroidery business that is a cultural heritage obtained from economic activities that have been passed on for generations. This embroidery business can be lost or no longer an activity / work if the human resources working in the field have switched from embroidery business activities to other activities / jobs such as embroidery entrepreneurs also working in the city to become labourers or other workers. This can happen if this embroidery business cannot produce decent welfare for the entrepreneur. Human resources must be managed appropriately by combining several other important resource processes to increase their potential performance (Carnes and Ireland, 2013; Sirmon et al. 2007). Various things need to be done as an effort to reduce the ongoing decline in performance of Sulam Entrepreneurs in Aceh: indispensable improvement of individual abilities in various aspects including entrepreneurial commitment, entrepreneurial recruitment, entrepreneurship training, entrepreneurial orientation, and organisational innovation. These embroidery entrepreneurs generally still work in their embroidery business on a part-time basis – only as a side job – so that the results obtained are not optimal, only serve as a side job (side job), so it does not focus on development efforts. In fact, if this embroidery business is managed and developed properly, it is possible to advance and provide prosperity that is beneficial to the community which will certainly accommodate a large workforce, resulting in the community problem of unemployment being addressed..

Literature Review

Performance is work that can be achieved by an employee in carrying out the tasks assigned to him based on skill, experience, seriousness and time. So it is very clear that performance is the most important thing that must be considered in order to support employee work productivity. Entrepreneurial performance is influenced by several factors including:

1. Entrepreneurial Commitment There is a positive relationship between organisational commitment and work productivity, it generally appears that affective commitment has a closer relationship with organisational outcomes such as employee performance and turnover when compared to the other two commitment dimensions (Robbins, 2012).



2. Entrepreneurial Orientation. Covin and Wales (2012) argue that the construction of entrepreneurial orientation involves behavioural patterns and elements of sustainable disposition because they guarantee the stability of behaviour patterns. Entrepreneurial orientation will lead to entrepreneurial performance, where the results obtained will assist them in achieving organisational goals (Covin and Wales, 2012).
3. Organisational Innovation. Organisational innovation has a positive effect on entrepreneurial performance, this indicates that entrepreneurs must always innovate at work (Olu et al. 2017) Innovation is seen as very important in shaping employee performance (Awan and Javed, 2015).
4. Entrepreneur Recruitment. Recruitment is an important issue for companies in the procurement of labour. If recruitment is successful, in other words, many applicants enter their application, the opportunity for companies to hire the best employees will be more wide open because the company will have many choices of the best applicants who have shown good employee performance (Sarinah et al. 2017).
5. Entrepreneurship training. Training is very important in creating entrepreneurial understanding, developing entrepreneurial abilities, and contributing to the entrepreneurial identity and culture at the individual level (Gouveia, et al. 2012).

Research Methods

In addition, several authors have identified the need to study the impact of the role of training on entrepreneurial performance is positive (Srinivasa, 2014). In this study, the authors used a sample of 198 respondents

Entrepreneurial Performance Variable Index (Z)

Frequency of Respondents' Answers About Entrepreneurial Performance						
Indicator	Strongly disagree	Dis-agree	Less Agree	Agree	Strongly agree	Average
I have the ability to run a embroidery business	28	36	36	77	21	3.14
I am always motivated to develop business ventures to be more advanced and famous in the world arena	33	42	31	50	42	3.13
I get support from coworkers and capital providers for the advancement of embroidery business	16	46	22	66	48	3.42
So far, the performance that I have produced for the ongoing embroidery business has been good	26	33	42	60	37	3.25
I have a good relationship with embroidery entrepreneurs in Aceh	24	39	21	45	69	3.48
Average						3.28

Feasibility Test Results

Confirmatory Factors of Research Variables

Goodness of Fit Index	Cut off value	Results	Model Evaluation
Chi-Square (df=2)	Small (< 365.919)	275.794	Good
Probability	≥ 0.05	0.239	Good
RMSEA	≤ 0.08	0.018	Good
GFI	≥ 0.90	0.904	Good
AGFI	≥ 0.90	0.880	Not good
TLI	≥ 0.95	0.989	Good

Regression Weight Confirmatory Factor Analysis
Entrepreneur Recruitment Variables, Entrepreneur Training and Perceived Value

			Estimate	Standardized Estimate	S.E.	C.R.	P
Commitment_Enterprise_Y	---	Recruitment_Enterprise_X1	.206	.228	.078	.640	.008
Entrepreneurial_YC Commitment	---	Entrepreneurship_Training_X2	.230	.182	.088	.622	.009
Entrepreneurial_Commitment_Y	---	Entrepreneurial Orientation_X3	.186	.221	.089	.101	.036
Entrepreneurial_Commitment_Y	---	Organisational_Innovation_X4	-.022	-.024	.071	.306	.759
Business_User_Performance_Z	---	Entrepreneurial_Commitment_Y	.160	.179	.081	.972	.049
Business_User_Performance_Z	---	Organisational_Innovation_X4	-.064	-.080	.063	1.019	.308
Business_User_Performance_Z	---	Entrepreneurial_Orientation_X3	.206	.196	.081	.534	.011
Performer_Usaha Performance_Z	---	Entrepreneurship_Training_X2	.183	.225	.079	.318	.020
Business_User_Performance_Z	---	Entrepreneurial_Recruitment_X1	.175	.217	.071	.471	.013

Feasibility Test Results Structural Equation Model (SEM) Model

Goodness of Fit Index	Cut off value	Results	Model Evaluation
Chi-Square (df=2)	Small (< 365.919)	275.794	Good
Probability	≥ 0.05	0.239	Good
RMSEA	≤ 0.08	0.018	Good
GFI	≥ 0.90	0.904	Good
AGFI	≥ 0.90	0.880	Not good
TLI	≥ 0.95	0.989	Good

Hypothesis Test

			Estimate	Standardised Estimate	S.E.	C.R.	P
Commitment_Enterprise_Y	---	Recruitment_Enterprise_X1	.206	.228	.078	2.640	.008
Entrepreneurial_Commitment_YC	---	Entrepreneurship_Training_X2	.230	.182	.088	2.622	.009
Entrepreneurial_Commitment_Y	---	Entrepreneurial_Orientation_X3	.186	.221	.089	2.101	.036
Entrepreneurial_Commitment_Y	---	Organisational_Innovation_X4	-.022	-.024	.071	-.306	.759
Business_User_Performance_Z	---	Entrepreneurial_Commitment_Y	.160	.179	.081	1.972	.049
Business_User_Performance_Z	---	Organisational_Innovation_X4	-.064	-.080	.063	-1.019	.308
Business_User_Performance_Z	---	Entrepreneurial_Orientation_X3	.206	.196	.081	2.534	.011
Performer_Usaha_Performance_Z	---	Entrepreneurship_Training_X2	.183	.225	.079	2.318	.020
Business_User_Performance_Z	---	Entrepreneurial_Recruitment_X1	.175	.217	.071	2.471	.013

Entrepreneur recruitment, entrepreneurship training, Entrepreneurial orientation and organisational innovation have a positive effect on entrepreneurial commitment. The recruitment of entrepreneurs examined in this study uses indicators of reliability, ease of implementation, important role, reducing risk, recruitment as needed, the usefulness of recruitment, increasing profits, and economic benefits in Sulam Business in Aceh.

Entrepreneur recruitment has an average value of 3.09, so it can be explained that the variable of entrepreneurial recruitment is in the category of disagreeing. The results showed that entrepreneurial recruitment had a positive and significant effect on organisational innovation with a P value: $0.008 < 0.05$ in accordance with the research of Brown et al. (2011) argue that the recruitment process has a significant impact on the success of any organisation. They also argue that the recruitment process is at the heart of employee commitment which indirectly affects organisational performance.

Results and Discussion

The recruitment process of any organisation provides an opportunity for the organisation to gain in-depth insights into the skills and competencies of any employee that is part of the organisation's culture, and also offers equal opportunities for evaluation to newcomers. In this way, a synergistic relationship might have been developed which, in turn, increased employee and organisational commitment. The entrepreneurial training examined in this study uses indicators of customer service, marketing, business record keeping/bookkeeping, quality maintenance, financial management, and personal management. When viewed from the average value of the entrepreneurship training variable, the entrepreneurship training variable has an average value of 3.52 so it can be explained that the entrepreneurship training variable is in the category of disagreeing. The results showed that entrepreneurial training had a positive and significant effect on organisational innovation P value: $0.009 < 0.05$. According to research by Ahmed and Bakar (2003) training played an important role in increasing organisational commitment. In addition to the above, Benson (2006) revealed that on the job training is a way through which employee skills are developed and abilities are honed and consequently contribute to commitment and act as influencing factors in the workplace. In short, it is axiomatic that many of the studies reviewed support training for a positive impact on cementing and promoting employee commitment.

The entrepreneurial orientation examined in this study uses indicators of taking risk, innovating, proactive, competitive, and aggressiveness and autonomy in Sulam Enterprises in Aceh. When viewed from the average value of the entrepreneurial orientation variable, entrepreneurial orientation has an average value of 3.13 so that it can be explained that the entrepreneurial orientation variable is in the category of disagreeing. The results showed that entrepreneurship training had a positive and significant effect on organisational innovation. P value: $0.036 < 0.05$. This study supported the research conducted by the ability of companies to develop and utilise relationships between organisations, and entrepreneurial orientation (EO) on organisational performance. Spin-off performance is positively influenced by its NC, but the findings also show that EO's spin-off fosters competitive advantage. Although there is no direct relationship between EO and sales growth, sales per employee, or profit achievement, a moderate hierarchical regression analysis shows that NC strengthens the relationship between EO performance and spinoff. Tendency and spin-off organisational processes that increase innovation, constructive and proactive risk taking in dealing with competitors will not increase growth and ensure long-term survival.

The organisational innovation examined in this study uses indicators of product development, new services, new or integrated production, distribution methods, or delivery, work procedures, policies, and new organisational forms. When viewed from the average value of the satisfaction variable, organisational innovation has a mean value of 3.11 so that it can be

explained that the organisational innovation variable is in the category of disagreeing. The results showed that organisational innovation did not have a positive and significant effect on customer entrepreneurship performance. P value: $0.759 < 0.05$. This study supports research conducted by Marques (2014) asserting that it is not easy to utilise open resources because the essence of open innovation is information sharing, but openness can be linked to knowledge sensitivity, which can cause commercialisation and technological difficulties. Furthermore, Arigo (2012) argues that innovation is explicitly open to the use of inflows and outflows of knowledge among many partners to accelerate innovation. In short, open innovation emphasizes the importance of utilising knowledge from the external environment and transforming it in innovative processes, products and services. A similar statement was submitted by Ebert (2007) "open source drive innovation". Recent empirical studies of some experts Reed and Barness, (2012); Martinez et al (2014), Baldwin and Hippel (2010) show that open innovation supports the creation of competition. Profits can be generated through innovative design investments so that performance in terms of survival can be maintained.

The entrepreneurial commitments examined in this study use indicators of organisational loyalty, concern for the organisation, pride in being part of the organisation, accepting work, and inspiring organisation. When seen from the mean value of the entrepreneurial commitment variable, entrepreneurial commitment has an average value of 3.21 so that it can be explained that the variable of entrepreneurial commitment is in the category of disagreeing. The results showed that entrepreneurial commitment had a positive and significant effect on the performance of Entrepreneurs in Sulam Enterprises in Aceh customers P value: $0.049 < 0.05$. This study supports the research conducted by Kamarul Zaman Bin Ahmad (2009). What makes entrepreneur success successfully affective when committed to superior entrepreneurial achievements? Interpretative phenomena Analysis is applied to uncover patterns and themes that are interpreted as affective entrepreneurial commitment. The existence of affective commitment is a major commitment component affecting Entrepreneurial Performance, and passion in pursuing goals, coupled with inherited values and positive values, and ownership of extraordinary personalities found to positively influence the aspirations of successful entrepreneurs to face challenges and failures that cannot be predicted. How important it is to truly understand the mindset of successful entrepreneurs, especially on factors that contribute to high levels of commitment.

Entrepreneurial recruitment influences entrepreneurial performance through entrepreneurial commitments in accordance with research by Mahmood et al. (2016) the recruitment process has a significant impact on employee commitment, and the recruitment process also has a significant impact on the relationship between the type of employee commitment and the performance of the company's supply chain. The recruitment process is at the heart of employee commitment that indirectly influences performance (Brown et al. 2011). Ekwoaba et al. (2015) found that there is a significant correlation between effective recruitment and

selection is the key to organisational commitment while well-planned recruitment and selection contribute to good performance, but conversely, poor recruitment and selection can lead to poor applicant selection. Entrepreneurial training influences entrepreneurial performance through entrepreneurial commitments in accordance with Mayuran's research (2016) explaining that entrepreneurship training is designed to develop skills, knowledge, and a firm attitude in its establishment that enables entrepreneurs to start new businesses or expand existing businesses. It has been found to be a major determinant in company growth. Entrepreneurial performance depends on a number of factors including internal and external factors. Entrepreneurship training is an internal factor that has an influence on Entrepreneurial Performance.

Entrepreneurial orientation influences entrepreneurial performance through entrepreneurial commitment in accordance with research carried out by Simon et al. (2011) indicating that the relationship between entrepreneurial orientation (EO) and performance is moderated by various factors such as commitment. In particular, experts have called for research that examines whether commitment to long-term goals increases the effectiveness of entrepreneurial orientation, believing that commitment can help companies overcome obstacles associated with entrepreneurial orientation. Strategic entrepreneurship fully mediates the relationship between entrepreneurial orientation and entrepreneurial performance. Organisational innovation does not affect the performance of Entrepreneurs through entrepreneurial commitments in accordance with the study of Awan and Javed (2015) that To encourage employees to truly show innovative work behaviour, high commitment of HR practices becomes interesting. When employees perceive an organisation as committed and supportive, they tend to show the organisation's better performance.

Conclusion

Based on the results of the discussion in the previous chapter, it can be concluded that:

1. Entrepreneur recruitment, entrepreneurship training, entrepreneurial orientation and organisational innovation have a positive effect on entrepreneurial commitment. Based on the results of research conducted it can be explained that Sulam Enterprises in Aceh can increase entrepreneurial commitment through entrepreneurial recruitment entrepreneurship training, and entrepreneurial orientation.
2. Entrepreneurial recruitment that has the most influence on entrepreneurial commitment is an indicator of recruitment practices that can provide economic benefits greater than the costs in embroidery business. Thus, Sulam Enterprises in Aceh must be able to improve these indicators in order to improve the performance of Sulam Usaha Entrepreneurs in Aceh.

3. Organisational innovation does not have a positive effect on entrepreneurial commitment and entrepreneurial performance. Based on the results of research conducted it can be explained that organisational innovation in Sulam Enterprises in Aceh are not yet be able to increase entrepreneurial commitment and Entrepreneurial performance in Sulam Enterprises in Aceh.
4. Entrepreneur recruitment, entrepreneurship training, entrepreneurial orientation, and entrepreneurial commitment have a positive effect on entrepreneurial performance. Based on the results of research conducted it can be explained that Sulam Enterprises in Aceh can improve the performance of Entrepreneurs through entrepreneurial recruitment, entrepreneurial training, entrepreneurial orientation, and entrepreneurial commitment. There are several indicators of Entrepreneurial performance that have a large role. They are Entrepreneurial indicators that have a good relationship with the Entrepreneurs in the Aceh Sulam Usaha Sulam. Thus, a conclusion can be made on the need for good relations between Sulam Entrepreneurs in Aceh and recommending this to other parties means that Sulam Enterprises in Aceh must be able to work together with other industry players in order to meet market needs followed by the influence of entrepreneurial recruitment, training entrepreneurship, entrepreneurial orientation, and entrepreneurial commitment
5. Entrepreneur recruitment has a positive effect on the performance of entrepreneurs in Sulam Usaha in Aceh through entrepreneurial commitment. This shows that the recruitment of entrepreneurs has a positive influence on the performance of entrepreneurs through the commitment of entrepreneurs in Sulam Enterprises in Aceh. Not rejecting this hypothesis shows that the recruitment of entrepreneurs provides enough evidence to improve the performance of Entrepreneurs in Sulam Enterprises in Aceh directly but not significantly. While it occurs indirectly (indirect) where the recruitment of entrepreneurs has a positive and significant effect on entrepreneurial performance through intervening variables of organisational commitment. This supports previous research which states that entrepreneurial recruitment has a positive effect on entrepreneurial performance.
6. Entrepreneurship training has a positive effect on Entrepreneurial performance in Sulam Enterprises in Aceh through entrepreneurial commitment. This shows that entrepreneurship training has a positive influence on Entrepreneurial performance through entrepreneurial commitment to Sulam Enterprises in Aceh. This hypothesis is accepted showing that entrepreneurship training provides sufficient evidence to directly improve the performance of Entrepreneurs in Sulam Enterprises in Aceh. Whereas it occurs indirectly (indirect) where entrepreneurial training has a positive and significant effect on Entrepreneurial performance through intervening variable entrepreneurial commitment. This supports previous research which states that entrepreneurship training has a positive effect on entrepreneurial performance.
7. Entrepreneurial orientation has a positive effect on the performance of Entrepreneurs in Sulam Usaha in Aceh through entrepreneurial commitment. This shows that entrepreneurial orientation has a positive influence on Entrepreneurial performance

through entrepreneurial commitment to Sulam Enterprises in Aceh. This hypothesis is accepted to show that entrepreneurial orientation provides sufficient evidence to directly improve the performance of Entrepreneurs in Sulam Enterprises in Aceh. Whereas it occurs indirectly (indirect) where the recruitment of entrepreneurs has a positive and significant effect on entrepreneurial performance through intervening variable entrepreneurial commitment. This supports previous research which states that entrepreneurial orientation has a positive effect on entrepreneurial performance.

8. Organisational innovation has no positive effect on the performance of Entrepreneurs in Sulam Enterprises in Aceh through entrepreneurial commitments. This shows that organisational innovation does not have a positive influence on the performance of Entrepreneurs through entrepreneurial commitment to the Sulam Enterprises in Aceh. This hypothesis is rejected showing that organisational innovation has not been able to directly improve the performance of Entrepreneurs in Sulam Enterprises in Aceh directly and significantly. While it occurs indirectly (indirect) where organisational innovation also does not have a positive and significant effect on Entrepreneurial performance through intervening variable entrepreneurial commitment. This supports previous research which states that organisational innovation does not have a positive effect on entrepreneurial performance.



REFERENCES

- Abogsesa, A. S., & Kaushik, G. (2018). Impact of Training and Development on Employee Performance. *International Journal of Civic Engagement and Social Change*, 4(3), 53–68. <https://doi.org/10.4018/ijcesc.2017070104>
- Abomeh, O. S., & C, I. O. B. (2013). Assessment of Recruitment Practice on Organisation Performance : Empirical Study of Hospitality Businesses in Abuja, 9(29), 294–305.
- Abubakr M.T. Suliman, (2002) "Is it Really a Mediating Construct?: The Mediating Role of Organisational Commitment in Work Climate-Performance Relationship", *Journal of Management Development*, Vol. 21 Issue: 3, pp.170-183, <https://doi.org/10.1108/02621710210420255>
- Achim Walter Michael Auer Thomas Ritter 2005 The Impact of Network Capabilities and Entrepreneurial Orientation on University Spin-of Performance <https://doi.org/10.1016/j.jbusvent.2005.02.005>
- Agamal, S.Erramal!, M.K.& Dev, C.S. (2003). Market Orientation and Performance in Service Firms: Role of Innovation. *Stli-vice Marketing*, 17(1), 68-82.
- Ahmad, Kamarul & Abu Bakar, Raida. (2003). The Association Between Training and Organizational Commitment Among White-Collar Workers in Malaysia. *International Journal of Training & Development*. 7. 10.1111/1468-2419.00179.
- Ahmed, U., Phulpoto, W., Umrani, W.A., Abbas, I.A. (2016b). Diving deep in employee training to understand employee engagement. *The International Journal of Management*, 5(1), 1-5
- Akmal, N., Wahab, A., & Jabar, J. (2017). Organisational Innovation Strategy Towards Small Medium Enterprise Performance in Malaysia. *International Journal of Arts Humanities and Social Sciences*, 2(7), 2–7.
- Alansaari, O. I. A., Yusoff, R. bin M., & Ismail, F. B. (2018). The mediating effect of employee commitment on recruitment process towards organisational performance in UAE organisations. *Management Science Letters*, 9, 169–182. <https://doi.org/10.5267/j.msl.2018.10.007>
- Alice H.Y. Hon, Steven S. Lui, (2016) "Employee Creativity and Innovation In Organisations: Review, Integration, and Future Directions For Hospitality Research", *International Journal of Contemporary Hospitality Management*, Vol. 28 Issue: 5, pp.862-885, <https://doi.org/10.1108/IJCHM-09-2014-0454>.



- Boden, Alexander, Gabriela Avram, Liam Bannon and Volker Wulf (2012) Knowledge Sharing Practices and The Impact of Cultural Factors: Reflections on Two Case Studies of Offshoring in SME
- Chatterji, Aaron K. (2008) Spawned With a Silver Spoon? Entrepreneurial Performance and Innovation in The Medical Device Industry DOI: 10.1002/smj.729
- Colino, A, Benito-Osorio, D, Rueda-Armengot, C (2016) Entrepreneurship Culture, Total Factor Productivity Growth and Technical Progress: Patterns of Convergence Towards The Technological Frontier <https://doi.org/10.1016/j.techfore.2013.10.007>
- Hayton, James C. & Gabriella Cacciotti (2012) Is there an entrepreneurial culture? A review of empirical research <https://doi.org/10.1080/08985626.2013.862962>
- Henri, Jean-François 2004, Organisational culture and performance measurement systems <https://doi.org/10.1016/j.aos.2004.10.003>
- Hornsby, J S, Kuratko, D F, Zahra S A (2008) Middle managers' perception of the internal environment for corporate entrepreneurship: assessing a measurement [https://doi.org/10.1016/S0883-9026\(00\)00059-8](https://doi.org/10.1016/S0883-9026(00)00059-8)
- Javed, M. A., & Basheer, M. F. (2017). Impact of external factors on bank profitability. EPRA International Journal of Research and Development, 2(5), 1-11.
- Jeroen P.J. de Jong Deanne N. Den Hartog (2008) Innovative Work Behavior : Measurement and Validation Zoetermeer.
- Maslow, AH (1943) A Theory of Human Motivation.- Psychological review
- Minguzzi, R Passaro (2001) The Network of Relationships Between The Economic Environment and The Entrepreneurial Culture in Small Firms
- Nazarian, A, Atkinson, P, Foroudi, P (2017) Influence of National Culture and Balanced Organisational Culture on The Hotel Industry's Performance <https://doi.org/10.1016/j.ijhm.2017.01.003>
- Ornek, Ali Sahin, Ayas, Siyret (2015). The Relationship Between Intellectual Capital, Innovative Work Behavior and Business Performance Reflection. Çanakkale Onsekiz Mart University, Biga Faculty of Economics and Administrative Sciences, Labour Economics and Industrial Relations Department, Agaköy, Biga, Canakkale, Turkey.



- Pelham, Alfred M., Wilson, David T (1995), A Longitudinal Study of the Impact of Market Structure, Firm Structure, Strategy, and Market Orientation Culture on Dimensions of Small-Firm Performance
- Ranganathan, A (2015) Creative Economy Assessment: a Case Study of Kish Island Administrative Science Quarterly, - journals.sagepub.com
- Ratnasingam, J - Holz als Roh-und Werkstoff (2003) Cultural Creativity in Design Exhibition—A Case Study of Emotional Effects Experienced by the Audience
- Rhee, J, Park T, Lee, DH (2009), Drivers of innovativeness and performance for innovative SMEs in South Korea: Mediation of learning orientation <https://doi.org/10.1016/j.technovation.2009.04.008>
- Riddle, A (2012) Exploring Contribution of Innovative Behavior and Marketing Capability on Batik Firm Performance in Malaysia- International Trade Forum,
- Westerman, James W, Jeanne H. Yamamura, (2007) "Generational preferences for work environment fit: effects on employee outcomes", Career Development International, Vol. 12 Issue: 2, pp.150-161, <https://doi.org/10.1108/13620430710733631>
- Wiklund, J, Shepherd, D (2005) Improving new venture performance: The role of strategy, industry structure, and the entrepreneur
- Wiklund, J, Shepherd, D (2005) Preserving cultural heritage through creative industry: A lesson from Saung Angklung Udjo Journal of business venturing
- Zheng, J, Chan, R (2013) The impact of ‘creative industry clusters’ on cultural and creative industry development in Shanghai <https://doi.org/10.1016/j.ccs.2013.08.001>