

The Effect of Orientation of Business Process on the Growth of Business Industrial Sector in Wajo District, South Sulawesi Province

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Abstract:- The purpose of this study was to find a model of business strategy can create business growth weaving industry sector. As well as analyzing how strong the influence of business process orientation on the growth of weaving industry sector businesses in Wajo Regency, South Sulawesi Province. This study aims to predict and develop theories so that the appropriate analysis tool used is the SEM equation based on partial least square (PLS). This study explains the position of the variables studied and the relationship and influence between one variable and another variable. The population in this study were all types of weaving industries in Wajo Regency based on the data from the Wajo Regency Central Bureau of Statistics in 2018. The total number of business units managed cloth, sarongs, silk and non-silk as many as 6,093. The results of this study indicate that Business Process Orientation has a positive and significant effect on Business Growth in the Weaving Industry Sector of Wajo Regency, South Sulawesi Province.

Keywords:- Business Process, Business Growth.

I. INTRODUCTION

Weaving industry in Wajo Regency is one of the leading commodities in the Industrial Sector, based on data from the Wajo Regency Central Bureau of Statistics in 2018 the number of business units managing cloth, gloves, silk and non-silk as much as 6,093 supported 18,150 workers spread across several sub-districts and villages. The silk fabric industry in South Sulawesi, especially in Wajo District, is likely to face severe competition against the silk fabric industry from China. The woven handicraft industry in Wajo Regency is one of the traditionally inherited businesses. At first the silk weaving handicraft business was still a side activity aimed at fulfilling its own needs. But now the folk handicraft industry is developing into small industrial clusters. This craft is directed at making products that can be

used to meet community needs and at the same time be made as a basic livelihood, especially for rural communities that have arable land that is not fertile or does not have cultivated land.

The industrial sector is a sector that can describe the rate of the economy area. And the industrial sector is also expected to be able to provide value added quickly which will ultimately have an impact on business growth.

Business process orientation, is a concept introduced by McCormack and Johnson (2001) that the company proposition is emphasized in the process of how the business can reach the maturity stage through a series of performance measurements. The main objective of industry is to achieve profit, that is, business growth must be calculated correctly in every investment financing decisions. While achieving maximum profit is obtained from a variety of thoughts, knowledge and actions so that the activities carried out must all provide value-added for the company that is reflected in productivity ratios, and all must lead to that goal, so that a comprehensive measurement of business growth is needed in each elements of the process of activities carried out by the company and strategies that have been integrated with the behavioral approach of the people in the organization, especially in the Weaving Industry in Wajo Regency, South Sulawesi Province which is still relatively limited in terms of business process orientation.

One of the industrial centers that produce silk in South Sulawesi Province is Wajo Regency, weaving industry is a traditional industry that has developed in the community. This *pertunanan Rakyat* (*gedongan*) is rapidly developing because of the tradition of people who like to weave and the people wear silk cloth for various kinds of traditional ceremonies such as marriages and harvest parties.

Along with changes in economic conjuncture, making each element of the economic structure adapt, looking for the most appropriate position in accordance with its ability to improve welfare. Agriculture as the main pillar of the economy is considered to be no longer able to improve welfare because of the low selling value of farmers, so that residents sell or rent their fields to other parties and switch professions, one of them being a metal craftsman. Even though entering new business areas there are still obstacles such as lack of various knowledge. A craftsman who survives must have special knowledge and certain judgments so that he is constantly aware of the things that pose a risk, for example determining the amount of product costs and prices so that they can compare them with opportunities. Business orientation that is not looking at results but in the process of each activity is known as business process orientation or entrepreneurial orientation (Muljaningsih *et al.*, 2011; Kumalaningrum, 2012).

Referring to this phenomenon, this study discusses the orientation of business processes defined as the mindset of the company manager and directs the process-oriented business and sees its relationship with the growth of the business of micro and small scale metal craftsmen in the area of Wajo Regency, South Sulawesi Province.

II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

A. Literature Review

➤ Business Process Orientation Business Process

- *Definition of Orientation*

According to Mathias Weske (2012) a business process consists of a set of activities to coordinate within an organization and the environment technically. This activity together realizes the business objectives to be achieved. Every business process is determined by a single organization, but can also interact with business processes carried out by other companies. According to Weske (2012) the business process life cycle is divided into four phases. The life cycle of business processes is shown in the figure below:

Management of business processes is a concept, function, and technique to support design, administration, configuration, implementation, and analysis in a business process. Business processes represent business processes with activities executed. a business process can be the subject of analysis, change, and enactment (Weske 2012).

Business process is a series of activities that are deliberately compiled and carried out to produce a certain output that can be a trigger for other activities or actors as process owners (Alshathry, 2016). So that it can be interpreted that business processes are a series of related

independent process activities, which are related to the business functions of the company. Business functions in this sentence are interpreted as a company or organization that produces a product or service (Jones et al., 2014 in Alshathry, 2016). The importance of business processes in an organization also gives birth to business process management as a management technique that ensures continuous optimization of the organization's business processes.

Hammer and Champy, (1993) and Weske, (2012) define business processes as a set of coordinated activities that have certain standards based on functional companies and are done by a group of people or machines and require one or more inputs and form an output that has value so that it can be utilized (in Weske, 2012). This means that business processes are a collection of activities that aim to process input into an output that is needed. The results or outputs of a process are sometimes needed by other processes to produce different outputs and then overall these processes produce output that will be utilized by external parties. So that it can be formulated that business processes are a set of activities that are interrelated with each other, which have clear inputs and limits in accordance with business activities by utilizing resources to produce output that has value for external parties or for the company itself. With the existence of a good business process, of course, the flow of information and data becomes faster and more accurate so that it can assist in making the best decisions for the company. Therefore planning and making business process models in a company must be made in accordance with the business run by the company.

In addition to being a standard of activity for companies to operate, business processes are also one of the determinants of the smoothness, performance, and success of the company in achieving its stated business objectives by executing a set of defined activities. This indicates if a good business process must have a goal to streamline, streamline and assist in facilitating the processes contained in it. Company performance depends on how well the business process is designed and implemented. There are many definitions of business process orientation varying, we adopt McCormack and Johnson (2001) that business process orientation is the thinking of top-level management where an organization emphasizes processes that are contrary to hierarchy and special emphasis on results and customer satisfaction. However, the orientation of business processes must be distinguished from process-based organizational structure. This represents an understanding of the flow of business, and as such is only the first step towards forming such an organization. According to the book *The Complete Business Process Handbook: Body of Knowledge from Process Modeling to BPM*, Business Process Management is a discipline that involves a combination of modeling, automation, implementation, control, measurement, and optimization of business activities to support the goals of the company Rosing, A.- W. Scheer (2015).

- **Business Process Maturity**

Model Business Process Maturity Model is one of the success factors in an organization or company. Business Process Maturity Model (BPMM) is an understanding that processes the life cycle or development stage that can be clearly defined, managed, measured and controlled over time, Okreglicka (2015). BPMM allows companies to understand organizational processes and provide standards that can help the company's strategic objectives. BPMM is a natural development of the Capability Maturity Model, which has been modified and is general so that it can be used to evaluate business processes that support the overall management of the company. BPMM began to be developed since 2002. BPMM can help organizations as an organization benchmark in streamlining and streamlining business processes in achieving goals and realizing the value of the organization. BPMM is a concept that compares the level of maturity of a company's organizational processes related to industry standards. BPMM can help companies to determine priorities in increasing the company's operating output and developing business strategy needs capacity, Okreglicka (2015).

- **Indicator Orientation Business Process Business Process**

Orientation Business process orientation is the thinking of top-level management where an organization emphasizes the opposite process with hierarchy with special emphasis on customer outcomes and satisfaction (McCormack and Johnson, 2001) stated that the construct of business process orientation is six the type of process orientation in the context of the supply chain, namely:

- ✓ Process view or documentation,
- ✓ Process jobs,
- ✓ Process management and measurement,
- ✓ Process Structures,
- ✓ Process Value and Beliefs,
- ✓ IT support,

➤ **Business**

- **Growth Defining Business Growth**

Zulkarnain (2009) states that small business growth can be determined by the presence of competency factors in the area of operations, financing, marketing and HR. The competency of entrepreneurial knowledge influences the growth of small businesses. While knowledge competence does not correlate significantly with the level of formal education of entrepreneurs. Growth is important in the sustainability of a business. In developed countries business growth can be seen from the increase in the company's stock price. Growth is also one of the many reflections on

performance measurement, besides profit, ROA (Return on Assets), ROI (Return on Investment), increased sales, and an increase in the number of workers. Business growth, whether it is classified as a small business or large, is the goal of every activity that is carried out so that in the end it has competitiveness, according to Hardrimurtjahyo, et al. (2011) business growth can be seen from production growth, sales growth, income growth, and profit growth. The term growth (growth) according to Salojarvi et al., (2005) is more in line with the context of small and medium enterprises compared to performance even though both have the same aspects / aspects, dimensions and indicators.

- **Business Growth Indicators Business**

Growth According to Skrinjar et al., (2008), financial performance is a way of measuring organizational performance in terms of finance, namely the rate of return on investment, profit in currency over a certain period of time, and average level of sales over a period of time certain. In this study, measurement instruments for business growth variables used indicators developed by Hardrimurtjahyo, et al. (2011) and Hatten (2012: 464), namely:

- ✓ Perception of business actors regarding the increase in company profits over the past 3 years.
- ✓ Perception of business actors regarding income increases over the past 3 years.
- ✓ Perception of business actors regarding capital increase over the past 3 years.
- ✓ Perception of business people regarding the increase in the number of workers in the last 3 years.
- ✓ The perception of business operators regarding the increase in the number of products produced during the last 3 years.
- ✓ Perception of business people regarding the increase in facility needs over the past 3 years.
- ✓ Business perceptions regarding the expansion of marketing areas over the past 3 years

B. Research Hypothesis

The Business Process Management is a discipline that involves a combination of modeling, automation, implementation, control, measurement, and optimization of business activities to support the goals of the company Rosing, A.-W. Scheer (2015). Lilia (2017) research proves that business process orientation has a significant effect on business growth with the role of productivity mediation and financial literacy moderation, based on theoretical and empirical support, the authors propose the hypothesis that "*Business Process Orientation affects the Business Growth of Weaving Industry Sector in Wajo Regency Sulawesi Province South*".

III. RESEARCH METHODS

A. Location and Time of Research

The location of the study to collect the data needed, both primary and secondary data is the weaving industry in Wajo Regency. The place of research was conducted in Wajo District, South Sulawesi Province.

B. Population and Research Samples

The population in this case is all types of weaving industries in Wajo Regency based on Wajo Regency Central Bureau of Statistics data in 2018 the number of business units managing cloth, sarongs, silk and non-silk as many as 6,093. Determination of samples in this study using Slovin formula with 10% precision, based on the results of calculations obtained the number of samples as many as 99 business units.

The sampling technique in this study used convenience sampling, which is a sampling technique with regard to certain conveniences. Namely easy to find the address, easy or willing to be made a respondent. Convenience sampling is used because there is no district that has a complete list of names and addresses of the weaving industry.

C. Research Design

This study explains the position of the variables studied and the relationship and influence between one variable and another variable. According to Sugiyono (2015) This type of research that examines the relationship between research variables is called the type of explanatory research. The approach used in this study is a quantitative approach, an approach that works with numbers, data in the form of numbers, analyzed using statistics.

D. Data Collection Method Data

Collection methods used in this study used interview techniques, literature studies and questionnaires. Variable data will be measured by a Likert scale.

E. Data Analysis Techniques

Research that aim to predict and develop the theory so that the appropriate analysis tool used is the SEM equation based on variants or partial least Square (PLS). The reason for using PLS in this study is based on the consideration that

(1) this statistical method is used to test the predictive effect of relations between latent variables in a model, (2) PLS can be run on small numbers of samples, does not require data to be normally distributed, and can testing research models on the basis of weak theory (Abdillah et al. 2015), and (3) PLS can combine regression methods and factor analysis in one statistical technique.

IV. RESEARCH RESULTS AND DISCUSSION

A. General Description of Weaving Industry in Wajo

Regency Wajo Regency is located about 242 kilometers northeast of Makassar City. Pertenunan in a city that has the nickname "Silk City" is a home industry that has grown and evolved massively which dominates the livelihood of most people in Wajo District. One of Indonesia's national cultural assets that needs to be preserved and developed is the craft of silk woven fabrics in Wajo Regency. Wajo is one of the districts in South Sulawesi which is well-known as a potential producer of Bugis silk fabrics. Wajo Silk Crafts, silk tourism Agro is one of the mainstays in Wajo district. The stage of mulberry planting until the process of making silk cloth has long been a main attraction for tourists visiting Wajo Regency.

The Weaving Industry in Wajo Regency is one of the leading commodities in the Industrial Sector, based on Wajo Regency Central Bureau of Statistics data in 2018 the number of business units managing cloth, sarongs, silk and non-silk as many as 6,093 supported by 18,150 workers spread across several sub-districts and villages. Natural friendship is a series of agro-industry which starts from mulberry planting, nursery and maintenance of silkworms, yarn spinning, weaving cloths to the marketing of fabrics. This business is included in the home industry business which is relatively easy to work with, simple technology, labor intensive, fast producing and of high economic value.

B. Description of Research Variables

➤ Business Process Orientation Business

Process orientation uses 6 indicators, the measurement results of indicators can be seen in the table below:

N	OPB1	OPB2	OPB3	OPB4	OPB5	OPB6
Valid	99	99	99	99	99	99
Missing	0	0	0	0	0	0
Mean	3.75	3.78	3.57	3.55	3.90	3.74
Std. Deviation	,560	,708	,641	,704	,662	,616
Minimum	3	2	2	2	3	2
Maximum	5	5	5	5	5	5

Table 1:- business process Indicators Statistics
Source: SPSS 25 Output (2019)

The measurement results indicate that the OPB 5 indicator (Process Value and Beliefs) is an indicator that made the most important contribution in improving business process orientation in the weaving industry sector in Wajo Regency, South Sulawesi Province, then followed by OPB2

indicators (Process jobs), OPB1 (Process view or documentation), OPB6 (IT support), OPB3 (Process management and measurement) and the least influential indicators are OPB 4 (Process management and measurement).

➤ *Business Growth Business*

Growth variables use 7 indicators, the measurement results of indicators can be seen in the table below:

N	PU1	PU2	PU3	PU4	PU5	PU6	PU7
Valid	99	99	99	99	99	99	99
Missing	0	0	0	0	0	0	0
Mean	3.74	3.90	3.48	3.66	3.56	3.87	3.66
Std. Deviation	, 723	, 662	, 734	, 745	, 688	, 649	, 673
Minimum	2	3	2	2	2	2	3
Maximum	5	5	5	5	5	5	5

Table 2:- Business Growth Indicators Statistics, Source: SPSS 25 Output (2019)

The measurement results indicate that the PU2 indicator (business actor's perception of increasing income over the past 3 years) is the most important indicator in increasing business growth in the woven industry sector in Wajo Regency, South Sulawesi Province, then followed by the PU6 indicator (Perception of business people on increasing facility needs over the past 3 years), PU1 indicator (Perception business actors regarding the increase in company profits over the past 3 years), PU7 indicators (business perceptions regarding the expansion of marketing areas over the past 3 years) as well as PU4 indicators (Perceptions of business people regarding the increase in the number of workers over the last 3 years), then PU5 indicator (Perception of business actors regarding the increase in the number of products produced during the last 3 years) and the PU3 indicator (Perception p the effort to increase capital during the last 3 years) is the indicator that has the lowest influence on increasing the growth of the business sector of

the weaving industry in Wajo Regency, South Sulawesi Province.

C. *Evaluation of Goodness of Fit Outer Model*

➤ *Confirmatory Factor Analysis (CFA) Tests*

In the Confirmatory Factor Analysis (CFA) convergent assumptions of validity and significance must be fulfilled. Convergent validity for the initial research stage of the development of the scale of measurement the value of loading factor ≥ 0.50 is still considered sufficient. To find the significance value, bootstrapping must be done. If the significance value from bootstrapping weight t-statistic test (t-table) > 1.96 can be obtained, it can be concluded that the construct indicator is valid (Ghozali, 2015). The results of the analysis confirmatory Phase 2 (final) and bootstrapping can be seen in the following table:

Variable	Manifest	Loading Factor	Category	T-count	Category
Orientation Business Process	OPB1	0.754	Valid	11.208	Significant
	OPB2	0.763	Valid	17.016	Significant
	OPB3	0.583	valid	4.541	Significant
	OPB4	0.738	invalid	12.264	Significant
	OPB5	0.793	invalid	15.940	Significant
	OPB6	0.807	invalid	21.278	Significant
Business Growth	PU1	0.819	invalid	20.759	Significant
	PU2	0,795	valid	18.245	Significant
	pu3	0.839	valid	30,400	Significant
	PU4	0,816	valid	20.821	Significant
	PU5	0.790	invalid	15.326	Significant
	PU6	0,806	valid	22.017	Significant
	PU7	0.881	Valid	34.916	significant

Table 3:- Results Confirmatory Factor Analysis (CFA), Source: Output SmartPLS3 (2019)

Results showed that the orientation of the variable item of business processes and significant business growth in the alpha (0.05). The conclusion can be drawn from the results of the above tests that the business process orientation variable consists of 6 indicators and the business growth variable consists of 7 indicators.

➤ *The Composite Reliability*

Role of thumb, which is usually used for explanatory and confirmatory studies, has a minimum value of 0.60 (Ghozali, 2015). Based on this, in this study only the composite reliability test results will be used. The results pengujianya can be seen in the following table:

Variable	Composite Reliability (Original Sample)
Orientation Business Process	0.871
Business Growth	0.935

Table 4:- Results Confirmatory Factor Analysis (CFA)Source: Output SmartPLS3 (2019)

Based on the above test result can be stated that the evaluation of the goodness of The fit outer model of the research model proves that all variables have a level of accuracy, consistency and accuracy of instruments that are good at measuring constructs.

➤ *Discriminant Validity Discriminatory*

Validity relates that the principle manifest variable (item statement) of different constructs should not be highly correlated. One way to test discriminatory validity with reflective indicators is to compare the square root of AVE for each construct with the correlation value between constructs in the model. Good discriminant validity is shown from square root AVE for each construct greater than the correlation between construct scores in the model. The test results can be seen in the following table:

Variable	Composite Reliability (Original Sample)
Orientation Business Process	0,535
Business Growth	0.675

Table 5:- Average Variance Extracted (AVE) Source: Output SmartPLS 3, (2019)

The above table shows that the root of AVE is greater than the correlation between latent constructs, so that it can be described that the latent constructs of all variables have goodness of fit discriminant validity or a good level of reliability.

D. Hypothesis Testing

In this study the hypothesis will be tested by looking at the value of the Path Coefficient of the test results. Terms of testing are path coefficients must be positive and to measure significance at alpha 0.05, t-statistics must be greater than t-table 1.96, this is in accordance with Ghozali's statement (2015) that the significance level is 10% t-table > 1.65, the significance level of 5% t-table is > 1.96 and the significance level is 1% t-table > 2.58. So the researcher chose to do a test with a confidence level of 95% with alpha 0.05. The results of hypothesis testing can be seen in the following figure and table:

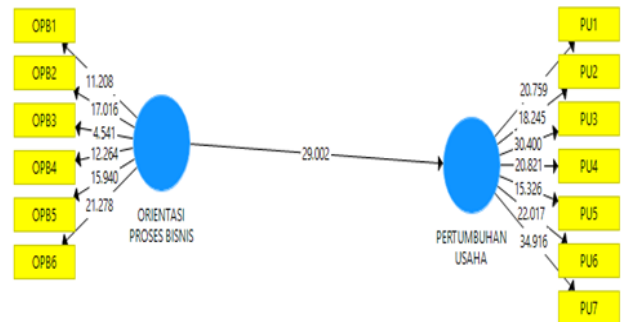


Fig 1:- Results of Bootstrapping

ORIENTATION OF BUSINESS PROCESSES -> BUSINESS GROWTH	Original Sample (O)	T Statistics (O/STDEV)	P Values
	0.834	29,002	0,000

Table 6:- Hypothesis Test Results Source: Output SmartPLS 3, (2019)

Hypothesis in this study stated Business Process Orientation influences Business Growth in Weaving Industry Sector Wajo Regency, South Sulawesi Province. The test results show that the path coefficient of the influence of Business Process Orientation on Business Growth is 0.834, with a t-statistic of 29.002 which turns out to be greater than t-table 1.96 as well as the significance value (P-Values) 0,000 which is significant at alpha 0.05. The conclusion is that Business Process Orientation has a positive and significant

effect on the Business Growth of the Weaving Industry Sector in Wajo Regency, South Sulawesi Province.

E. Discussion of Research Results

The orientation of business processes, is a concept introduced by McCormack and Johnson (2001) that corporate guidance is emphasized in the process of how the business can reach the stage of maturity through a series of performance measurements. The results showed that the Business Process orientation had a positive and significant

effect on the Business Growth of the Weaving Industry Sector in Wajo Regency, South Sulawesi Province. The results of this study are supported by the results of Lilia's research (2017) Business process orientation has a significant effect on business growth with the role of productivity mediation and financial literacy moderation.

V. CONCLUSION

Business Process Orientation has a positive and significant effect on the Business Growth of the Weaving Industry Sector in Wajo Regency, South Sulawesi Province. Business process orientation variables measured in 6 indicators placing Process Value and Beliefs indicators are indicators that make the most important contribution in improving business process orientation in the weaving industry sector in Wajo Regency, South Sulawesi Province, while in business growth variables measured in 7 indicators put indicators perceptions of business people regarding the increase in income over the past 3 years are the most important indicators in improving business growth in the weaving industry sector in Wajo Regency, South Sulawesi Province.

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