

A COMPETITIVE ADVANTAGE STRATEGY THROUGH THE USE OF TECHNOLOGY MARKETING INFORMATION, AND ORIENTATION OF LEARNING WITH PERFORMANCE AS AN INTERVENING VARIABLE

Saimin^{*, a,1}, Lustono^{b,2}, Ristianawati D. Utami^{c,3}

^{a,b} Doctoral Program, Universitas Teknologi Yogyakarta, Indonesia

^c Wuhan University of Technology, China

¹ grhsaimin@gmail.com*, ² lustonots@gmail.com, ³ ristianawati.utami@gmail.com

Abstract

This study aims to determine the significance of the positive influence of marketing information technology, learning orientation, and performance on competitive advantage, to determine the significance of the positive influence of marketing information technology and learning orientation on performance, and to determine the effect of the use of information technology and learning orientation on competitive advantage through performance as an intervening variable. This research uses quantitative methods. Research variables consist of information technology, learning orientation, performance, and competitive advantage. The population in the study is all Small and Medium Enterprises (MSME) Pottery entrepreneurs in Kasongan, Bantul Regency. The sampling method is purposive sampling, based on the characteristics or criteria of the sample size of 60 respondents. The data collection method uses a questionnaire. The analysis technique used is multiple linear regression equations with a significance level of 5%. The results show that the use of information technology, learning orientation, and performance have positive and significant effects on competitive advantage in the SMEs of Pottery Kasongan, Bantul Regency. The use of information technology and learning orientation have positive and significant effects on the performance of the Small and Medium Enterprises (MSME) Gerabah Kasongan, Bantul Regency. On the other hand, performance can mediate the effect of the use of information technology and learning orientation on the competitive advantage.

Keywords: Use of Information Technology, Learning Orientation, Performance, and Competitive Advantage.

I. INTRODUCTION

Microbusinesses today continue to face challenges to enter the free market. Entrepreneurs must be able to anticipate changes and expectations demanded by customers for the products produced by the company. The emergence of a free market has resulted in the increasingly fierce business competition so that this condition has spurred the business world to be more concerned with the strategy being implemented. To be able to survive in the business environment, organizations do various ways such as product innovation, expanding markets, improving service quality, improving production processes, improving organizational systems, and making cost savings.

The government continues to look for ways to boost foreign exchange into Indonesia and one of which is by encouraging the Micro, Small, and Medium Enterprises (MSME) sector to intensify exports. The SMEs are still hampered in carrying out export activities, especially regarding the large costs and complicated processes. MSME exports have been running in small sizes such as through online platforms. However, exporting large volumes of products is still very difficult and expensive so that not many actors are interested in doing so.

Many regions in Indonesia have great potential in Micro, Small, and Medium Enterprises, one of which is a business engaged in handicraft. One area that is famous for its craft is the Bantul Regency of Yogyakarta Special Region. Bantul Regency is famous

for its Kasongan earthenware crafts. Kasongan area itself is well known to many people both from within and outside the country. Kasongan area has also become a tourist destination that is favored by tourists, both local and foreign tourists [1].

Most of the residents of the Kasongan area work as pottery artisans. The production used to be only small scale and limited to household utensils such as jugs (drinking water containers), kendil (containers for cooking), barrels (containers of water), brazier (stove-burning stove with charcoal fuel for cooking), and the like. Now the pottery craftsmen in the Kasongan area can produce on a large scale and the pottery made is no longer limited to a household furniture. The craftsmen in the Kasongan area have been able to make other types of goods that have high selling values in the market [2]. Even the Kasongan earthenware market share is no longer only in Indonesia but has already been exported to various countries in Asia and even Europe. Craftsmen in the Kasongan area, the craftsmen can export around 8,000 earthenware vessels in the form of jars abroad [3] This fact proves that the earthenware vessel business in Kasongan can no longer be underestimated. This is because the earthenware vessel business in Kasongan has been well known worldwide and Kasongan is the center of earthenware vessels in Indonesia. The locations for the distribution of earthenware vessels in Bantul Regency can be seen in the following table:

TABLE I. LOCATION OF THE DISTRIBUTION OF POTTERY IN BANTUL REGENCY

Location Name	Number of Business Units	Total manpower	Production	Production Value
Kasongan, Bangunjiwo, Kasihan, Bantul	441	2,367	1.400.000	8.053.890.000
Panjangrejo, Pundong, Bantul	207	595	960.000	1.102.400.000
Ngentak Sedayu, Sleman.	50	90	75000	386.200.000

Kasongan is one of the important centers of the earthenware industry, especially by looking at developments that occur to date. Under Bantul Regency Regulation Number 4 of 2011 concerning RT / RW of Bantul Regency in 2010-2030, the economic development in Kasongan is shown by the increasing economic activity, for example, the increasing number of pottery sales business through art-showrooms which are increasing along the Kasongan road. For the Pottery Kasongan MSME to be able to compete and have good performance, the MSME must understand what and how to manage the various resources they have. An important key to winning competition lies in the ability of MSMEs to create a competitive advantage. Competitive advantage can be achieved if MSMEs can provide more value to customers than what is provided by other MSMEs. Competitive advantage can come from various SME activities such as designing, marketing, delivering, and supporting their products.

In the increasingly fierce level of competition and technological progress that cannot be dammed, an MSME product will grow to the point where it will be difficult to differentiate these products from other products. To win in a competition, the marketing of service products is not only based on product quality but also depends on the strategy adopted by the MSMEs.

Learning orientation can be conceptualized as an effort to increase organizational values that affect the possibility of companies creating and utilizing knowledge. Learning orientation affects the level of organizational satisfaction with the theory used and then the level of the proactive learning process. In this case, the orientation of learning influences information that leads to translation, evaluation, and especially acceptance or rejection. Three organizational values that are routinely associated with a company's predisposition to learning are committed to the learning process, open-mindedness, in a shared vision [4].

In addition to learning orientation, organizational / company performance can also be used as one of the strategies in achieving competitive advantage. Company performance is a measure of the success of a company that is measured every period that has been determined. This result can be said as the value of each activity that has been compiled and implemented to be able to identify whether the strategies made and their

implementation are appropriate or even vice versa. Pelham and Wilson [5] define company performance as a successful new product and market development, where company performance can be measured through sales growth and market share.

II. THEORY OF THE STUDY AND THE HYPOTHESIS DEVELOPMENT

A. *The Influence of the Use of Marketing Information Technology on Competitive Advantage*

Associated with the increasingly dynamic intensity of competitors as a narrow picture of environmental changes that occur today, where these changes must be addressed intelligently and guided by strategic steps, any company in the world can survive. With these attitudes and strategic steps, a company significantly aims at achieving a competitive advantage. These results support research conducted by Mohamad [6] proving that marketing information technology has a positive and significant effect on competitive advantage. Competitive advantage can be better if the company in the selection of marketing information technology rests on: 1). The choice of technology must have the advantage. It means that the technology chosen and used by the company should have the value of the ease of operation. Besides, the technology is also able to create better values than the ones of competitors and it also should be good in the eyes of customers. 2). Easy technology is a technology that is more efficient and effective for the creation of a company's competitive position. Based on the information above, it can be hypothesized as follows:

H1: The more the use of marketing information technology, the better the competitive advantage.

B. *The Effect of Learning Orientation on Competitive Advantage*

According to George and Jones [7], in learning-oriented organizations, there will be a process of developing capabilities that are carried out continuously to create a better future. Hence, they will form high innovations to win the competition. Learning is a permanent change in individual knowledge gained from the results of various exercises and experiences. Learning Orientation is the company's ability to transform market information obtained to all members of the organization so that all members of the organization have the same understanding of consumer needs.

The results of research conducted by Anshori [8] state that learning orientation influences competitive advantage. The right learning orientation will help increase competitive advantage. Based on the information above, it can be hypothesized as follows:

H2: The more the orientation of learning, the better the competitive advantage.

C. The Effect of Performance on Competitive Advantage

Pelham and Wilson [5] define company performance as a successful new product and market development, where company performance can be measured through sales growth and market share. Performance appraisal by comparing companies with competitors in the market is important additional information. Such measurements provide information about whether companies are easily drawn to market trends or exhibit substantially deviant growth behavior compared to other industries in general.

According to Ferdinand [9], marketing performance obtained at one time can be seen as a short-term achievement of the company. High or low level of short-term performance of the company is an instrument for developing a sustainable competitive advantage. The results of Prakoso's research [10] state that company performance has a significant effect on competitive advantage. The higher the company's performance, the higher the competitive advantage. Based on the information above, it can be hypothesized as follows:

H3: The more the performance, the better the competitive advantage.

D. The Effect of Use of Information Technology on Performance

According to Mowen, and Minor [11], in general, information technology can be used effectively so that it can contribute to performance. Each member of the organization must be able to use the information technology properly. Information technology whose elements include hardware, software, communication, and data availability. Based on several empirical studies, information technology has benefits for the integration of work both vertically and horizontally. It helps organizations in obtaining competitive information, presents information in a useful form, and sends information to other parties and other locations. The use of information technology can have implications for better performance in information technology. Information technology performance is influenced by the level of development of information technology.

The results of Fatonah's research [12], show that the use of marketing information systems has a positive and significant effect on company performance. The better the company uses information technology, the higher the company's performance. Based on the information above, it can be hypothesized as follows:

H4: The more the use of marketing information technology, the better the performance.

E. The Effects of Learning Orientation on Performance

Learning orientation can be conceptualized as an effort to increase organizational values that affect the possibility of companies creating and utilizing knowledge. Learning orientation affects the level of

satisfaction of the organization towards the theory used and the level of the proactive learning process. In this case, learning orientation influences information that leads to translation, evaluation, and especially acceptance or rejection [13]. Three organizational values that are routinely associated with company predisposition to learning are committed to the learning process, open-mindedness, and shared vision. These are the core components that show the construct of learning orientation.

The results of Prakoso's research [10], state that learning orientation influences company performance. The better the orientation of learning, the higher the company's performance. Based on the information above, it can be hypothesized as follows:

H5: The more the orientation of learning, the better the performance.

F. The Influence of the Use of Information Technology on Competitive Advantage through Performance

The era of globalization and information technology requires MSME businesses to compete closely with similar businesses. Changes in the environment that continue to advance in the future lead to the rapid adjustment of technology. A world that has no boundaries resulting in increasingly high consumer demands. This must be responded to innovatively so that a company can win a competitive advantage. With the use of appropriate information technology, such as online promotion strategies, online marketing becomes SMEs to continue marketing their products to consumers.

The use of information technology will be able to increase company performance. According to Mowen, and Minor [11], in general, information technology can be used effectively so that it can contribute to performance. Each member of the organization must be able to use the information technology properly.

Based on the opinion above, if the use of appropriate information technology is followed by an increase in performance, it will increase competitive advantage. A good competitive strategy needs to be followed by the use of information technology that improves company performance. Mohamad's research results [6] state that the effect of the use of information technology on competitive advantage can be indirectly affected by performance variables. The better the use of technology, the higher the company's performance, and the higher the competitive advantage. Based on the information above, it can be hypothesized as follows:

H6: The direct effect between the use of information technology on competitive advantage can be indirectly influenced by the performance variable

G. The Effect of Learning Orientation on Competitive Advantage through Performance

According to Kotler [13], learning orientation can be conceptualized as an effort to increase organizational values that affect the likelihood of

companies creating and utilizing knowledge. Learning orientation affects the level of satisfaction of the organization towards the theory used and then the level of the proactive learning process. The orientation of organizational learning will be able to encourage organizational performance, improve organizational performance, and increase competitive advantage [14].

Based on the opinion above, if the learning orientation can be improved, it will improve organizational performance, as organizational performance increases, competitive advantage will increase. Mohamad's [6] research results state that the effect of learning orientation on competitive advantage can be indirectly affected by the company's performance. The better the orientation of learning, the better the organizational performance. Then the performance will increase competitive advantage. Based on the information above, it can be hypothesized as follows:

H7: The direct effect between Learning Orientation on Competitive Advantage can be indirectly affected by the Performance variable

H. The Hypothesis Model

Based on the literature review and hypothesis proposed in this study, a model was developed as a theoretical thinking framework of this study, as in Figure 1 below:

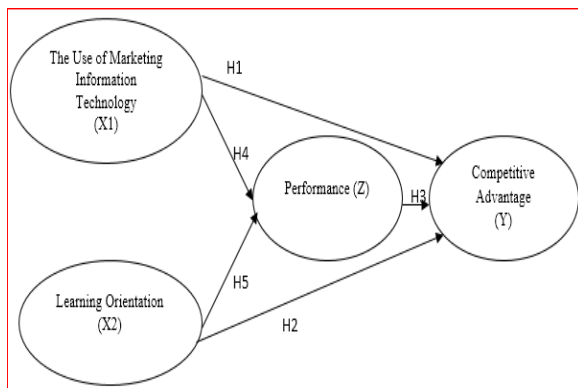


Figure 1. Research Model

III. RESEARCH METHOD

The nature of this research is quantitative. The variables of this study are the use of information technology, learning orientation, performance, and competitive advantage. The population in the study is all MSME Pottery entrepreneurs in Kasongan, Bantul Regency. The sampling method is purposive sampling. Based on the characteristics or criteria of the sample, the number is 60 respondents. The data collection method uses a questionnaire. The analysis technique used is multiple linear regression equations with a significance level of 5%.

IV. RESULTS AND DISCUSSION

A. Research Instruments

The validity test results regarding the variables of all question items are each valid because the value of r count is > r table, and each variable Cronbach's alpha value shows a reliable value because the value of Cronbach's alpha is > 0.60.

TABLE II. RESEARCH INSTRUMENTS

Variable	Validity				Reliability	
	Item No.	R Calculate	R Table	Desc.	Alpha	Desc.
The Use of Marketing Information Technology	1	0,431	0.2542	Valid	0,802	Reliable
	2	0,385	0.2542	Valid		
	3	0,403	0.2542	Valid		
	4	0,711	0.2542	Valid		
	5	0,633	0.2542	Valid		
	6	0,606	0.2542	Valid		
	7	0,632	0.2542	Valid		
	8	0,393	0.2542	Valid		
Learning Orientation	1	0,656	0.2542	Valid	0,881	Reliable
	2	0,508	0.2542	Valid		
	3	0,746	0.2542	Valid		
	4	0,691	0.2542	Valid		
	5	0,656	0.2542	Valid		
	6	0,589	0.2542	Valid		
	7	0,673	0.2542	Valid		
	8	0,647	0.2542	Valid		
Performance	1	0,506	0.2542	Valid	0,821	Reliable
	2	0,569	0.2542	Valid		
	3	0,595	0.2542	Valid		
	4	0,488	0.2542	Valid		
	5	0,433	0.2542	Valid		
	6	0,590	0.2542	Valid		
	7	0,552	0.2542	Valid		
	8	0,635	0.2542	Valid		
Competitive Advantage	1	0,728	0.2542	Valid	0,792	Reliable
	2	0,617	0.2542	Valid		
	3	0,394	0.2542	Valid		
	4	0,350	0.2542	Valid		
	5	0,568	0.2542	Valid		
	6	0,762	0.2542	Valid		

B. Classical Assumption Test Results

The classic assumption test is used to determine the multiple linear regression model in this study, there are deviations or BLUE (Best Linear Unlimited Estimator) is done by testing classic assumptions with the results as in Table III.

Phase I Regression Analysis

Equation of Multiple Regression I

$$Y = 0.237X1 + 0.228X2 + 406Z + \epsilon \tag{1}$$

The equation above shows the effect of the independent variables, namely the use of information technology, learning orientation, and performance on the dependent variable, namely competitive advantage. The meanings of the regression coefficients are as follows:

The beta coefficient of the use of information technology is positive. It shows that every increase in the use of information technology will be followed by

changes in competitive advantage. The beta coefficient of learning orientation is also positive. It shows that any increase in learning orientation will also increase competitive advantage. The beta coefficient of performance is also positive. It shows that every increase in performance will also increase competitive advantage.

T-test

From the results of the data processing above, it is known that the t-count of each variable is:

1. The variable of the use of information technology t-count is greater than the t-table (2.084 > 1.9847) with a probability of 0.042 less than the significant level of 0.05. Thus the hypothesis statement that states the use of information technology has a positive and significant effect on excellence compete is supported.
2. Variable t-orientation of learning orientation is greater than t-table (2.122 > 1.9847) with probability (0.038 smaller than 0.05 significant level. Thus the hypothesis statement stating that learning orientation has a positive and significant effect on competitive advantage is supported.
3. Variable performance t-test is greater than t-table (3.430 > 1.9847) with a probability of 0.001 smaller than a significant level of 0.05. Thus a hypothesis statement stating that performance has a positive and significant effect on competitive advantage is supported.

Sobel Test

The calculation results of the Sobel tests using the Sobel test program are known as Figure 2. From the results of the calculation of the Sobel test, we may get the value of the t table with a one-sided test of 1.66. While the statistical results of the Sobel test are 2.544. One-tailed probability is of 0.005, so the value obtained is 2.544 > 1.66 and (0.005 < 0.05). Then it proves that performance can mediate the relationship of the influence of the use of information technology on competitive advantage.

Coefficient of Determination

From the above calculation, the value of Adjusted R2 = 0.478 or 47.8% is obtained. This shows that the variation of competitive advantage that can be explained by the variable use of information technology, learning orientation, and performance is 47.8%. While the remaining 52.2% is influenced by other factors.

TABLE III. CLASSIC ASSUMPTION TEST RESULTS

Classic assumption test	Equation Test Results 1	Equation Test Results 2	Conclusion
Normality test	p: 0,728 > 0,05	p: 0,895 > 0,05	Normal Data

Multicollinearity Test	Tolerance: 0,682; 0,765, 0,631; > 0,1 VIF: 1,466; 1,307; 1,585 < 5	Tolerance: 0,854; 0,854 > 0,1 VIF: 1,171; 1,171 < 5	There is no multicollinearity
Heteroskedasticity test	p: 0,821; 0,758, 0,369 > 0,05	p: 0,591; 0,994 > 0,05	Not occur heteroscedasticity

Source: Primary data processed, 2019

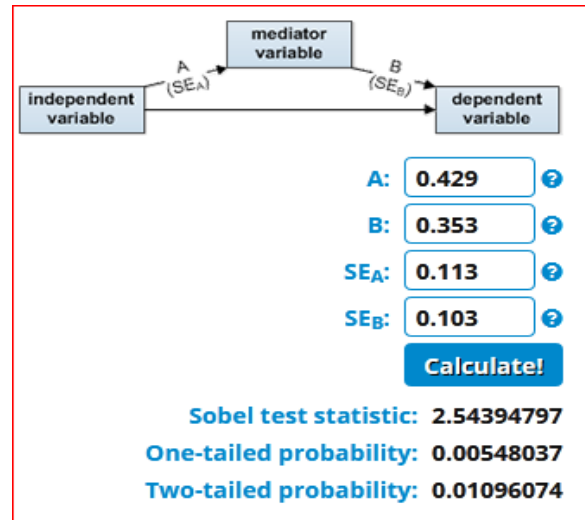


Figure 2. Sobel Test Result 1

Equation of Multiple Regression II

$$Z = 0.432X1 + 0.293X2 + \epsilon \quad (2)$$

The equation above shows the effect of the independent variable, namely the use of information technology and learning orientation on the intermediate variable, namely performance. The beta coefficient of the use of information technology is positive. It shows that every increase in the use of information technology will be followed by changes in performance. The beta coefficient of learning orientation is positive. It indicates that any increase in learning orientation will be followed by changes in performance.

T-test

1. The variable of the use of information technology t-count is greater than the t-table (3.790 > 1.9847) with a probability of 0.000 less than the significant level of 0.05. Thus the hypothesis statement that states the use of information technology has a positive and significant effect on performance is supported.
2. The t-calculated learning orientation variable is greater than t-table (2.574 > 1.9847) with a probability of 0.013 smaller than a significant level of 0.05. Thus, the hypothesis statement stating that learning orientation has a positive and significant effect on performance is supported.

Sobel Test

The calculation results of the Sobel test using the Sobel test program are known as the following figure:

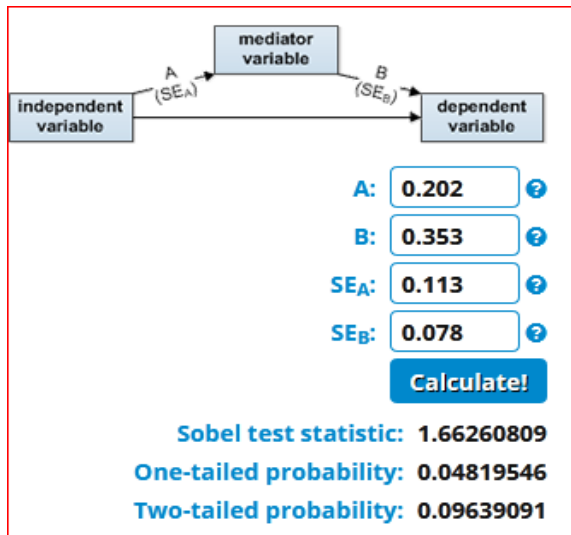


Figure 3. Sobel Test Result 2

From the results of the calculation of the Sobel test above, we may get the t table value with a one-sided test of 1.66. While, the statistical results of the Sobel test are 1.662. One-tailed probability is of 0.048, so the value obtained is $1.662 > 1.66$ ($0.048 < 0.05$). Then it proves that performance can mediate the relationship of the influence of the use of learning orientation on competitive advantage.

Coefficient of Determination

From the above calculation, the value of Adjusted $R^2 = 0.347$ or 34.7% is obtained. It shows that the variation of performance that can be explained by the variable of information technology use and learning orientation is 34.7%. While the remaining 65.3% is influenced by other factors.

C. Discussion

The Influence of the Use of Information Technology on Competitive Advantage

The use of information technology has a positive and significant effect on competitive advantage. The better the use of information technology in MSME businesses, the more competitive the MSME products will be. These results indicate that the MSME Pottery business can utilize the latest technology well. Employees are always constantly updating the information technology they have. Employees are always striving for the existence of technology that serves to accelerate service to customers. They can provide existing services easier, and they can utilize technology and information into learning innovations, utilize technology and information into service innovation, always striving for an integrated

information system. They can also show ease in operating the technology system. Then, these factors will make the pottery MSME business in Kasongan, Bantul Regency have a competitive advantage.

These results are consistent with the opinion of Mowen, and Minor [11], stating that the use of information technology appropriately and effectively is an important thing that must be done to achieve competitive advantage. Information technology plays a very important role and impacts the company's business strategy. The results of the study support previous researchers Mohamad [6] proving that the use of information technology has a positive and significant effect on competitive advantage. The competitive advantage strategy will be effectively carried out if the company uses information technology appropriately.

The Influence of Learning Orientation on Competitive Advantage

Learning orientation has a positive and significant effect on competitive advantage. The better MSMEs in implementing learning orientation in their organizations, the more competitive the companies. If MSME business can create ideas for product innovation, openly accept suggestions and criticisms from outside the company to get new ideas, provide training for employees to find out more advanced technological developments, develop employee capabilities, make a transfer of knowledge from senior employees to junior employees, always delegate work that can be done by their subordinates, become innovative and creative towards services according to the wishes of consumers and always accept consumer's advice well, then the MSME business will have a competitive advantage.

This result is in line with George and Jones's [7] income in learning-oriented organizations. There will be a process of capacity building that is carried out continuously to create a better future. The results support the previous researcher Anshori [8], stating that learning orientation influences competitive advantage. The right learning orientation will help increase competitive advantage.

The Influence of Performance on Competitive Advantage

Performance has a positive and significant effect on competitive advantage. The better the performance of MSMEs, the more competitive the companies. If the MSME business has a consistent quality of service, employees feel fulfilled their wishes, and employees get the actual information and facilities as expected, it will increase the competitive advantage.

These results are under the opinion of Ferdinand [9] the performance of an organization or company is a level of success that can be seen from indicators of consistent service quality, employees feel fulfilled their wishes, and employees get actual information and facilities that match their expectations, then these

factors will increase the company's competitive advantage. The results support the previous researcher [10], stating that company performance has a significant effect on competitive advantage. The higher the company's performance, the higher the competitive advantage.

The Effect of Use of Information Technology on Performance

The use of information technology has a positive and significant effect on performance. The better the use of information technology by the MSMEs of Pottery Kasongan in Bantul Regency, the better the performance of MSMEs. MSMEs that can utilize the latest technology well always try to update their information technology, serve to accelerate service to customers, provide existing services to be easier, can utilize technology and information into learning innovations, utilize technology and information into service innovation, always strive for an integrated information system, show ease in operating the technology system, they will be able to improve their performance as MSMEs.

This result is in line with Mowen, and Minor [11]. in general, information technology can be used effectively so that it can contribute to performance. Each member of the organization must be able to use the information technology properly. The results support the previous researcher Fatonah [12], showing that the use of marketing information systems has a positive and significant effect on company performance. The better the company uses its marketing information technology, the higher the company's performance.

The Effects of Learning Orientation on Performance

Learning orientation has a positive and significant effect on performance. This shows that the better MSMEs are in learning orientation, the more competitive the companies. If SMEs can create ideas for product innovation, openly accept suggestions and criticisms from outside the company to get new ideas, provide training for their employees to find out more advanced technological developments, develop employee capabilities, conduct knowledge transfer from senior employees to employees junior, always delegate work that can be done by his subordinates, become innovative and creative towards the service according to the wishes of consumers and always accepts consumer's advice well, then they will encourage increased competitive advantage.

These results are in line with Kotler [13]. Learning orientation can be conceptualized as an effort to increase organizational values that affect the possibility of companies creating and utilizing knowledge. The results of the study support the previous researcher [10], stating that learning orientation influences company performance. The better the orientation of learning, the higher the company's performance.

The Effect of Use of Information Technology on Competitive Advantage through Performance

Performance can mediate the relationship of the influence of the use of information technology on competitive advantage. This shows that performance has an indirect effect on the use of information technology on competitive advantage. If the use of information technology increases, the performance will increase, which in turn will increase competitive advantage. The use of information technology will be able to improve company performance.

These results are consistent with Mowen, and Minor [11]. In general, information technology can be used effectively so that it can contribute to performance, each member of the organization must be able to use information technology properly. Using appropriate information technology will increase competitive advantage. The results of the study support the previous researcher Mohamad [6], stating that the effect of the use of information technology on competitive advantage can be indirectly affected by performance variables.

The Effect of Learning Orientation on Competitive Advantage through Performance

Performance can mediate the relationship between the influences of learning orientation on competitive advantage. It shows that performance has an indirect effect on learning orientation on competitive advantage. If the orientation of learning increases, the performance will increase, which in turn will increase competitive advantage.

This result is in line with Kotler's [13] income. Learning orientation can be conceptualized as an effort to increase organizational values that affect the possibility of companies creating and utilizing knowledge. Learning orientation affects the level of satisfaction of the organization towards the theory used and then the level of the proactive learning process. Orientation organizational learners will be able to drive organizational performance, improve organizational performance, and increase competitive advantage. The results support the previous researcher Mohamad [6], stating that the effect of learning orientation on competitive advantage can be indirectly influenced by the performance variable.

V. CONCLUSION AND RECOMMENDATION

A. Conclusion

The results show that the use of information technology, learning orientation, and performance has a positive and significant effect on the competitive advantage of the MSME Gerabah Kasongan, Bantul Regency.

The use of information technology, learning orientation has a positive and significant effect on the performance of MSME Pottery Kasongan, Bantul Regency. Performance can mediate the effect of the use

of information technology on competitive advantage. Performance is also able to mediate the effect of learning orientation on competitive advantage.

B. Recommendation

MSME Gerabah Kasongan of Bantul Regency needs to make maximum efforts to continue to provide training in the use of the latest technology to their employees so that they can use and utilize new technology properly. MSME Gerabah Kasongan, Bantul Regency, to improve learning orientation variables, needs to receive advice from consumers. The MSME Gerabah Kasongan, Bantul Regency should increase performance variables, especially giving greater opportunities to allow employees to develop themselves. MSME Gerabah Kasongan, Bantul Regency should increase the competitive advantage variable by providing reliable waiter training.

The results show that there are still 52.4% of other factors that influence competitive advantage. Therefore further research should add other variables that can affect competitive advantage so that other variables that can create competitive advantage can be identified, including market orientation, intellectual capital, and marketing mix. It is following previous research conducted by researchers.

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