

ENTREPRENEURIAL ORIENTATION, ALLIANCE AND MARKETING SUCCESS TO THE ORGANIZATION PERFORMANCE FOR AGRICULTURAL MACHINERY.

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ABSTRACT

The research aimed 1) To study the Entrepreneurial Orientation, Alliance, Marketing Success, Organization Performance for Agricultural Machinery 2) To study the influence of the Entrepreneurial Orientation that influence the Alliance and the Marketing Success 3) To study the influence of the Alliance that influence the Organization Performance. The samples used in research is industrial entrepreneurs Agricultural Machinery in Thailand. The total number of 400 questionnaires were used in the research. The statistics based on the data analysis is the percentage, mean, standard deviation, correlation coefficient. Test the hypothesis by using statistical regression analysis.

According to the study results, researchers found Entrepreneurial Orientation, Alliance, Marketing Success, Organization Performance. Overall a very good level. The hypothesis testing found that Entrepreneurial Orientation has a positive influence with the Alliance. Features of the Entrepreneurial Orientation has a positive influence with the Marketing Success. The Alliance has positive influence with the Organization Performance. The Marketing success has positive influence with the Organization Performance. The results of this research to know. The relationship of the attributes of Entrepreneurial Orientation to create a true Alliance and Marketing Success. The Alliance that influence the Organization Performance. The approach to management entrepreneurs in planning policy to develop the Entrepreneurial Orientation, Alliance, Marketing Success. This will result in the establishment of a performance at the organizational efficiency and effectiveness in the organization.

Keyword: Entrepreneurial Orientation, Alliance, Marketing Success, Organization Performance

INTRODUCTION

From the 12th National Economic and Social Development Plan (2017-2021), the Office of the National Economic and Social Development Board (NESDB) has been prepared on the basis of the 20-year national strategic framework (B.E. 2017-2025), which is the main plan of national development and sustainable development goals (SDGs) as well as the adjustment of the structure of Thailand to Thailand 4.0 by preparing human resources and potential development of the population resulting in a balanced and stable national development And one way to proceed is Increase the use of knowledge, technology, innovation and creativity as the main tool for driving development in all sectors [30], in which one of the principles that drive national development is in the sector of agricultural machinery entrepreneurs in Thailand.

Thailand, an agricultural machinery operator factors that make the business grow because Thailand has a large infrastructure investment including the development of production in both the industrial and agricultural sectors to the modern production sector, reduce costs and be able to compete with competitors or develop into industry and agriculture 4.0 [35].

In which most businesses focus on products that use resources as the base (resource-based), but economically advanced countries will produce science-based products or services. (science-based) is the use of knowledge in the form of technological innovation and creativity. Which these things can create a competitive advantage in the operation of the organization [29]. However, if entrepreneurs turn to produce quality products is adding value to the product will be a way to increase the value of exports even more. Also in terms of promotion participate in development. Make it efficient and quality, able to and increase production capacity [33], which entrepreneurs, small and medium enterprises or agricultural machinery entrepreneurs must have principles. As a characteristic of entrepreneurs which will create business alliances in which, as a characteristic of an entrepreneur, there must be principles of management which relies on business partners. Which is a form of business relations that rely on each other to create good operating results.

Business alliances are one of the most important and popular strategies. Increase in current business operations due to the creation of business alliances which are exchange and share resources and competencies between businesses in order to develop products or services together to strengthen and increasing competitiveness [1], [16] can help businesses develop alliances and achieve overall business alliances. And comments in terms of trust, commitment and cooperation of partners is an important factor to the success of the cooperation of business partners [28], which is one way, which is the cooperation between relevant parties or businesses. Many in various formats as well as building relationships and doing business together [40] in which business alliances have principles of management in order to achieve marketing success.

While the importance of achieving marketing success requires the development of entrepreneurial innovation capabilities, profits must grow and if entrepreneurs want to expand their profits. To be able to successfully innovate, however, management must be an important factor for business innovation. Which will have a direct impact on the business in terms of market share and profit, while competitors do not have a direct impact on profits [27] which will lead to the performance of organization.

The corporate performance is that entrepreneurs with good performance will benefit the performance of small and medium-sized enterprises [8] and whether the organization's performance will be high. It depends on the personnel that has the ability to perform their duties [34], in which the performance is a continuous and flexible process, which involves the supervisor and the supervisor. Significant room for everyone in the organization, and is the end result of activities [3] as part of a model to measure the performance [36] studied the performance of the organization. With the concept creation process (Conceptualization) to the performance of the organization in terms of creating value for people related to the existence and success of the organization that is to consider the stakeholders of the organization. And responses to satisfy the stakeholders by measuring the performance of the organization in both aspects, consisting of financial performance evaluation and non-financial aspects. Which is measured by customer satisfaction, employee satisfaction, social performance and environmental performance.

From the above reasons, the researcher is interested in studying the characteristics of entrepreneurs, creating business alliances and achieving marketing success to the organization's performance for agricultural machinery industry entrepreneurs, which will be used to set policies and plans for entrepreneurs within the organization. Including as a way to

improve and develop the characteristics of entrepreneurs. Creating business alliances, it encourages personnel to draw on their potential, create creativity, and help entrepreneurs to be generally accepted as capable of managing and best practices. Suitable is a good example to bring as a model. The results of this research will be important information for those involved in the development and improvement of policies and strategies in order to increase capacity and operational efficiency. Which will help propel entrepreneurs to achieve their goals with efficiency and effectiveness and enable the organization to progress steadily and sustainably.

OBJECTIVE

1. To study the characteristics of entrepreneurs, creating business alliances, achieving marketing success, organizational performance for the agricultural machinery industry
2. To study the influence of characteristics of entrepreneurs influencing the creation of business alliances and achieving marketing success
3. To study the influence of creating business alliances, successful completion of the market that influence the performance of the organization

LITERATURE REVIEW

1. Concepts and theories related to entrepreneurial orientation

The definition of entrepreneurial orientation

Entrepreneurial Orientation, it is a personal style used in business operations. Will promote and support that person to be successful in business Evaluated from various characteristics People who are interested in studying the characteristics of successful entrepreneurs of entrepreneurs [13]. Successful entrepreneurs must have the following personality traits at a high level: must be friendly. Enthusiastic Honesty With diligence Active, Energetic, Persistent Creative Be resolute and accountable [4]. Successful small business managers must be characterized by perseverance, patience, critical thinking skills, including the characteristics of successful entrepreneurs must have 3 specific qualifications as follows. Focusing on the passion, otherwise it will lose capital and time. Second, determination, not allowing oneself to fall into fate. Must have confidence that you will overcome obstacles and be successful. If devoting time and hard work enough, and the third thing, must have knowledge in the business that invests. To be able to meet the needs of consumers [14].

There are 6 important characteristics of an entrepreneur as follows: 1. Autonomy is the ability and determination to lead oneself into opportunities to be self-employed. And able to make decisions in compulsive conditions. Second, innovativeness is the originator of new products, new services and new technology. Third, risk taking can be divided into 3 characteristics, namely risk taking what is unknown. Dare to use a lot of assets for establishing a business and dare to borrow large amounts of property. Fourth, competitive aggressiveness is the determination to overcome competition attempts to make competitors less effective. Fifth, stability and learning orientation means that business owners are stable and do not keep mistakes in an emotional way or discouraged but it will bring those experiences to learn. Last, Achievement orientation means those who like challenging work and have better motivation to work [13].

From the above, the researcher concluded that entrepreneurial orientation means characteristics that are specific to a person which consists of the basic elements of personality, emotional and mental state, needs and values, which a good entrepreneur should

have the following characteristics: There is a need for success, responsibility, acceptable risk, flexible, patience, confidence in yourself, have a good relationship, knowledgeable and experienced.

2. Concepts and theories related to creating an alliance

The meaning of creating an alliance

Alliances are collaborative strategies and processes for managing partnerships that are very important to the success of an organization. Helping businesses manage resources and knowledge and ability of their own appropriately along with the development of additional resources and capabilities to lay the foundation for a competitive advantage over competitors [15]. The alliance learning process consists of clear knowledge determination, knowledge processing, knowledge sharing and the process of exchanging learning are factors that influence the success level of business partners and they also discover that business partner learning process is an activity that is a medium. The relationship between alliance functions and alliances success. It can be seen that the company will be successful as a partner. Aside from having to have factors that constitute alliances. The company must also have a learning process from good partners. To exchange knowledge and apply knowledge gained from alliances to take advantage in enhancing the efficiency of alliance operations having an organization learning process from partners should be able to promote the organization to be more successful as a partner [17].

States that there are 3 types of alliances Type 1: contractual agreement alliance is a partnership between two or more businesses by entering into agreements. Mutual agreements to share resources and knowledge and capabilities in order to receive mutual benefits. Type 2 equity alliance is the nature of knowledge. Cooperation between businesses in the form of joint ventures by combining tangible assets such as land, buildings, machinery, equipment and funds, and intangible assets that are intangible, but the business is the owner, such as brand reputation. Trademark, intellectual property in which this method will have stronger cooperation than signing the contract due to the involvement of funds, and Type 3 joint venture alliance is two or more businesses agreed to jointly invest in establishing a new business together which have operations that are separate from the existing business or organization that each department already has, the nature of the joint venture partner is different from the contracted partner on the issue of participation in the management of the partner and clearly determine the shareholding proportion of joint venture alliance. This type of cooperation focuses on joint management and operations strategies when a business needs to combine resources and capabilities with their partner. In order to create a competitive advantage that is different from before or when wanting to compete in a highly uncertain market [15].

The recent research has focused on understanding the factors that can be described as how can a business build alliances and achieve success with strategic alliance? Which the research by most pointed out that the company has a high level of partner experience, resulting in the company being successful [1], [25], [38]. As well as research that studies the relationship between dedication to allied duties and the success of becoming an affiliate discovers that dedication to partner duties, have a positive relationship with being successful as a partner, or you can say that the company will have the ability to be a partner and succeeding in becoming an alliance. The company must be fully committed to allied duties [10], [16]. The trust, commitment and cooperation of alliance. Can be an important factor for successful success of alliance [28].

From the above, the researcher concluded that creating alliances means having a partner or partner in a business that we work together for the success of that business by focusing on being a business partner as a partner in the business that has the ability to help strengthen the business and lead the business to mutual success.

3. Concepts and theories related to achieving marketing success

The meaning of achieving marketing success.

The origin of marketing research concepts and entrepreneurship start serious education at the University of Chicago during 1982 - 1997 was the first seminar organized by the American Marketing Association on marketing and entrepreneurship arose from two necessary situations as follows: First, the discontinuous marketing style, the operator demonstrates the support needed but has not been accepted, and secondly, the continuation of the market in the future. Marketing strategy in the current demand direction and presenting new markets in the future and the presentation of entrepreneurs, there are still views on the concept. Discussed the following 3 indicators: first, the direction to change, the second, the identification and use of opportunities, and the third, the way to innovation [7].

Marketing in the new sense means to meet the needs of customers by developing valuable products, setting prices, distributing and promoting marketing efficiently. Then these products will be sold easily [22]. Specifying the marketing mix for the 7P's service market: products, prices, distribution channels, marketing promotion, personnel or staff service process and the physical environment [23].

The service marketing mix is divided into 8 P's as follows: 1) Product and service means what is offered by a business in order to satisfy customers by responding to their needs. The product being offered may be tangible or products consist of goods, services, and ideas that businesses have developed or produced, with products requiring utility and value in the eyes of customers. Sales and the definition of the product also includes the brand, packaging, guarantee, and quality. 2) Price and cost means the value of the products in the form of cash to consumers. Must be paid to the marketing organization in order to obtain the product by making the purchasing decision of consumers, comparing between the value and the price of the product which the price determination is meant to create a competitive advantage 3) Place / Distribution Channel means the structure of the channel that is involved in the management of facilitate the acquisition of products, which may include institutions and to move products to market by delivering the product delivered to customers within the time required by the customer. 4) Promotion means the communication about product information between buyers and sellers for the purpose of making a purchase decision. At present, the sales promotion model has changed to Integrated Marketing Communication (IMC) which has the form of Marketing Communication which is advertising. Target customers by business free of charge sales promotion, a form of method for increasing business sales in the short term. Public Relations, forms of news announcement and news notifications to the public using salespeople a form of using face to face communication marketing or direct marketing forms of media tools. In communicating with customers to stimulate purchasing decisions. 5) People means everyone involved in the delivery of services. Including influencing the perception of clients. These individuals are employees, customers and other customers in the service environment. In some situations, the client itself influences the service delivery process, which will affect the quality and satisfaction of service. 6) Physical Evidence means the delivery environment. Location services which Companies and consumers exchange and interact with one another, including other tangible elements that assist in communication and service efficiency. 7) Process means process, mechanism, and sequence of activities that occur in the delivery of services, steps in delivering services and experience to customers or order of services because in delivering products or services to customers, there must be an efficient design and management process. That process can be described as a method and sequence of steps and 8) Productivity and quality, this component should not be considered separately because product improvement is necessary to make cost control effective and must be careful not to reduce the quality and

service level inappropriately until the customer is not satisfied with the quality of service specified by the customer important which will make the difference in the product [26].

The marketing mix is divided into 7 areas, which are 1) Product means what the seller is selling to the market to make consumers interested in owning and buying for consumption which is a response to the need, the word product not only limited to objects that are tangible only but also means services, places, people, concepts and considerations of the scope of must consider 2) Price means the value of the product in monetary form. Price is the second P that occurs next to the product. Price is the cost of the customer. Consumers compare between the values the product and the price and quality of service of the product. If the value is higher than the price, he will make a purchase. Price considerations must include price levels, discounts, commissions, and payment terms. 3) Placement means a structure or channel consisting of institutions and activities used to move products and services from the organization to the market. The institute that brings the products to the target market is the market institute. The activity is the activity that helps to distribute the product. 4) Promotion is the communication about information between seller and buyer to create an attitude and buying behavior, communication may use salespeople to make personal sales and non-personal selling. 5) People, people need interaction between customers and employees and this interaction affects the physical perception of the customer service. 6) Physical Evidence, this factor relates to the tangible part of the service and the environment. Tangible stimuli that will affect the impression of the customer in the form relating to the quality of service received from the service environment and 7) Process, service providers must use processes to deliver their services to customers because customers are involved in the production process of the service work The flow and progress of the production process are more important in service than the product [24].

From the review of concepts, theories, and related research, it can be summarized as a hypothesis.

Hypothesis 1: Entrepreneurial Orientation has a direct influence on the creating an alliance.

Hypothesis 2: Creating an alliances has a direct influence on marketing success.

4. Concepts and theories related to organization performance

The definition of the organization performance

Defined the meaning of organizational performance as the result of the organization's operations resulting from the process and the productivity of the employees of the organization. By linking with the mission, strategy, goal and specified objectives the results of the success can predict the ability of the organization to compete both now and in the future and benefit the satisfaction of the organization's stakeholders. The results can be tangible and measurable [5], [36], [19], [37]. An effective organizational performance measurement system should develop and design a new performance measurement system that covers both financial performance measurement and more non-monetary operating results in a holistic manner and the integration of each other to understand and be up to date with the current changing business environment. And the measurement should be improved to be more diverse and wider to help the organization achieve better performance [10], [18].

An effective organizational performance measurement system can measure holistically in two aspects, which are the evaluation of economy that has metrics such as financial ratio ability to create profit market share growth and measuring the satisfaction of the organization's stakeholders, including customer satisfaction, employee satisfaction, social turnover and environmental performance [36], [31]. Objective to have a performance measurement system of a new organization is to create balance during the financial performance evaluation and measuring non-financial performance (Financial / non- financial)

by focusing on the performance that affects the stakeholders of the organization. (Stakeholder) more are customers, employees, society, environment, which comes from the framework of the theory of stakeholders. In creating value for people related to the existence and success of business operations is taking into account the interests of the organization and the response for the satisfaction of the interested parties because business organizations to be successful, it must be able to create value and respond to the satisfaction of its stakeholders [2], [12].

From the above, the researcher concluded that organization performance referring to the operational results of the organization that is created by the process and the productive work of the employees in the organization. In financial performance measurement both in monetary and Non-monetary results in a holistic manner.

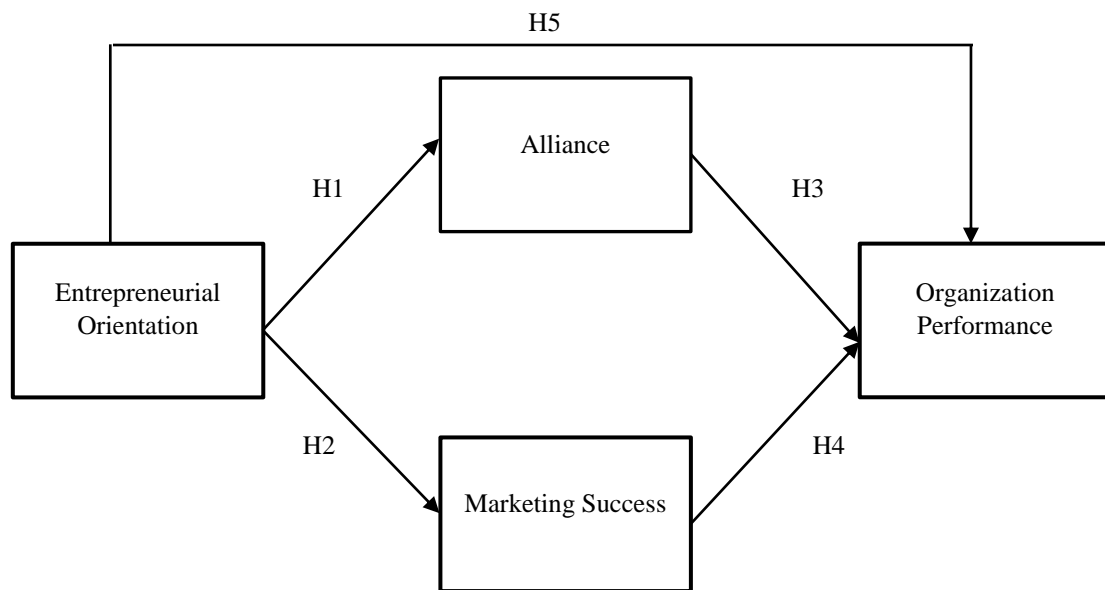
From the review of concepts, theories, and related research, it can be summarized as a hypothesis.

Hypothesis 3: Creating an alliance has a direct influence on organization performance.

Hypothesis 4: Marketing success has a direct influence on organization performance.

Hypothesis 5: Entrepreneurial Orientation has a direct influence on organization performance.

From the review of theories and theories throughout the related research to create the research framework for picture 1



Picture 1 Research conceptual framework

METHODOLOGY

Population and sample

Population used in this research is an agricultural machinery operator in Thailand, there are a total of 1,617 locations [9] which is divided into Unit of Analysis of this research into an organization in this study, 310 sample sizes were determined by specifying the sample size for this research using the tables of Krejcie & Morgan [21]. The researcher selected the purposive sampling group.

Tools used to gather information

This research used a questionnaire is a tool for data collection. The characteristics of the questionnaire are divided into 5 parts which are part 1, the questionnaire about general information of the respondents, part 2, the questionnaire about the characteristics of the entrepreneurs, part 3, the questionnaire regarding the creation of business alliances, part 4, the questionnaire With the aspect of achieving marketing success and section 5 questionnaire regarding the performance of the organization The questionnaire defines the opinion level according to Likert (Rating Scale), each item is divided into 5 levels: highest, high, medium, less and least.

The researcher has checked the quality of the equipment quality with the following methods

1) Content Validity is checked by bringing the questionnaires to experts to consider the consistency. Coverage of the question and research objectives, vocabulary definition and language suitability of the questionnaire by specifying the Index of Item-Objective Congruence (IOC) from 0.50 steps upwards [32] and then examining the questions according to the suggestions of experts and develop the format of the tools to be suitable for further use the test has an IOC of 0.85 or higher.

2.) Analyze Reliability by using a questionnaire to test before collecting data with a sample of 50 people and the data to test the confidence by determining the Cronbach's Alpha coefficient by Cronbach method [39]. The calculation shows that the confidence coefficient of alpha coefficient Get the value of 0.90, which is considered the questionnaire with confidence according to the criteria that must be greater than 0.7, indicating that the test population gives a consistent score with a value close to 1, indicating that the test has a high confidence.

3) Data analysis, statistical analysis of data in this research using descriptive statistics consisting of statistics, frequency, percentage, mean, standard deviation (SD), which the researchers use the criteria as follows: score 4.21-5.00, indicating that it is in the level of Most, the score 3.41-4.20 indicates that it is at a high level, score 2.61-3.40 shows that it is in the middle level, score 1.81-2.60 shows that it is in the low level and the score 1.00-1.80 shows that it is in the lowest level [39] and the relationship between independent variables by Pearson's Product Moment Correlation Coefficient. After that, the variables were evaluated by Simple Regression Analysis using the technique of input that can explain the meaning of abbreviations as follows.

EO represents the entrepreneurial orientation

AL represents the alliances

MS represents the marketing success

OP represents the organization performance

RESULTS

The study is quantitative research by using questionnaires as a tool. In the survey of samples, the sample group consisted of 310 agricultural machinery industry entrepreneurs. Data were analyzed using statistical software packages. The researcher summarized the research results as follows.

1. The majority of the sample group are male, between the ages of 40-49 years, bachelor degree education, with working experience 11-20 years, have current position as production manager.

2. Characteristics of operators in general at a high level with the mean equal to ($\bar{x} = 3.67$, S.D. = 0.74)

3. Creating a business partner as a whole at a high level with the mean equal to ($\bar{x} = 3.69$, S.D. = 0.72)

4. Achieving overall marketing success at a high level with the mean equal to ($\bar{x} = 3.71$, S.D. = 0.69)

5. Overall organization performance is in a high level with the mean equal to ($\bar{x} = 3.76$, S.D. = 0.66)

6. Hypothesis testing results

The results of the research are divided into 2 parts. Part 1 presents the test for the properties of variables by correlation testing and part 2 is a hypothesis test with simple regression analysis as in Table 1 and Table 2.

Table 1 Standard deviation and correlation analysis of entrepreneurial orientation, creating an alliances, marketing success that affects the organization performance

Variables	EO	AL	MS	OP
Mean	3.67	3.69	3.71	3.76
SD	0.74	0.72	0.69	0.66
Entrepreneurial Orientation (EO)	-			
Alliances (AL)	0.73**	-		
Marketing Success (MS)	0.71**	0.74**	-	
Organization Performance (OP)	0.76**	0.72**	0.75**	-

*p <0.05, **p <0.01, *** p <0.001

From Table 1 shows the analysis results of the mean, standard deviation and the relationship of the variables, found that the entrepreneurial orientation have relationship with the variables of an alliance statistical significance at the level of 0.01. The relationship between the variables of an alliance with the marketing success variables statistical significance at the level of 0.01 and the marketing success variables are related to the organization performance variables with statistical significance at the level of 0.01

Table 2 Simple Regression Analysis

Independent variable	Research hypothesis / Dependent variable				
	H1 (AL)	H2 (MS)	H3 (OP)	H4 (OP)	H5 (OP)
Entrepreneurial Orientation (EO)	0.563*** (0.058)	0.565*** (0.051)	-	-	0.584*** (0.062)
Alliances (AL)	-	-	0.570*** (0.060)	-	-
Marketing Success (MS)	-	-	-	0.578*** (0.063)	-
Adjusted R ²	0.430	0.350	0.359	0.443	0.380

*p <0.05, **p <0.01, *** p <0.001

(Regression coefficient numbers and hypotheses)

From Table 2 is a simple regression analysis to test the hypothesis which can be explained as follows

1. Entrepreneurial orientation has a positive influence on the creation of alliances significantly at the level of 0.001 ($\beta = 0.563$, $P < 0.001$), according to the results of the hypothesis 1.

2. Entrepreneurial orientation has a positive influence on marketing success significantly at the level of 0.001 ($\beta = 0.565$, $P < 0.001$) from the research results according to hypothesis 2.

3. Creating an alliance has a positive influence on the organization performance significantly at the level of 0.001 ($\beta = 0.570$, $P < 0.001$) from the research results according to the hypothesis 3.

4. Marketing success has a positive influence on organization performance significantly at the level of 0.001 ($\beta = 0.578$, $P < 0.001$) from the research results according to the hypothesis 4.

5. Entrepreneurial orientation has a positive influence on organization performance significantly at the level of 0.001 ($\beta = 0.584$, $P < 0.001$) from the research results according to the hypothesis 5.

DISCUSSIONS

From the study, it is found that accept the hypothesis 1 which is consistent with the concept of Frese (2000) that the entrepreneurial orientation are the personal characteristics that are used in business operations to encourage that person to succeed in operations which can be evaluated from various successful entrepreneur.

From the results of the study, it was found that the second hypothesis was accepted in accordance with the concept of Consistent with the research of Keththian Wimwipa [20]. Studied about entrepreneurial orientation influencing the success of small medium business in the south of northeastern region. The research found that there are 6 characteristics of entrepreneurs who have influences on the success of small and medium-sized enterprise business which are self-factors, innovation factor, risk factors, management factors, consistency and enthusiasm for learning and aspiration factors. Success in heart which can jointly predict the success of small and medium business operation.

According to the study, it is found that accepting hypothesis 3 is consistent with the concept of Ireland, Hoskinsson & Hitt [15] that alliances are cooperative strategies and processes for managing partnerships that are very important to the success of the organization.

The results show that the hypothesis 4 is consistent with the concepts of Anthony & Govindarajan [2], [12] that found that the performance of the new organization is a balance between financial performance measurement and non-financial performance measurement. Marketing success that is a business with good performance to be successful, must achieve marketing success, be able to create value, and respond to the satisfaction of the stakeholders of the organization.

From the study, it is found that the hypothesis 5 is consistent with the concepts of Chokpromanan Wanwisa & Jesadalak Wirote [6] that found that the entrepreneurial orientation towards the success of business operations of entrepreneurs need to be keen on success in order to run their own business to be more successful, entrepreneurs should have the ability to work on their own. And able to make decisions under pressure with the

originality of the product and new services have the courage to take risks in using investment assets for business operations and also think about different operating strategies. In order not to let new competitors easily enter the same market, always have to research or learn more trying to achieve the standards

CONTRIBUTIONS AND FUTURE WORK

1. Management Contributions for Research

Entrepreneurs should have the ability to work on their own and able to make decisions under pressure with the originality of the product and new services, have the courage to take risks in using investment assets for business, have ideas for different operating strategies to prevent new competitors easily entering the same market always searching for additional knowledge in trying to achieve the standards and excellence of that business, with emphasis on competitiveness consistency and enthusiasm for learning and desire for success. In order to run his own business to be more successful. Creating alliances gives entrepreneurs the knowledge of how to make a powerful business partnership that is beneficial to the business, businesses must understand the learning process from partners in order to apply knowledge. Received, whether in the work process Innovations or techniques of working methods that cannot be learned without becoming a business partner. Determine the knowledge that is clearly received through the processing of knowledge sharing and exchanging learning in order to be able to promote the organization to be more successful as a business partner

To achieve marketing success for entrepreneurs, entrepreneurs should use their business planning to be able to compete with competitors but the most important thing is that the entrepreneur must strive pay attention to learn and study competitors at all times and must be ready to continuously develop his own business. Due to this aspect of the competition is constantly changing

The performance of the organization, the entrepreneur should have a clear performance of the organization, what the organization wants to achieve whether determining the result focusing on the achievement, giving subordinates the power to make decisions and motivate people in the organization to achieve success. The performance must be a continuous process that is flexible and relevant to all personnel and everyone in the organization.

2. Theoretical Contributions

This study helps confirm the composition of the entrepreneurial orientation. Creating alliances, marketing success that affects the organization's performance for the agricultural machinery industry entrepreneurs and provide theoretical benefits, including conceptual and theoretical integration of entrepreneurial features [13]. Theoretical ideas about building a business alliance [15]. Achieving the marketing success [24] in order to create variables and rational concepts in research. And applying [36], [31] to the organization's performance theory. It is a study in the form of Casual Research to prove the relationship and influence between the entrepreneurial orientation, creating alliances, marketing success. The duty is to focus on testing as a central variable or a passing variable. It is also a study in the context of the agricultural machinery industry entrepreneurs. There is not much research aimed at studying as a central variable or a variable. Because in the past, most of the researches were to study to build business alliances is an independent variable (Antecedent Variable), the success of marketing is a variable based which the findings in academic terms can be extended to study the influence of this variable on other variables.

Future Research Direction

The entrepreneurial orientation, creating alliances, marketing success that affects the organization's performance for the agricultural machinery industry entrepreneurs. In the next research, data is collected both quantitatively and qualitatively which allows the results of the data analysis to clearly and efficiently answer the research objectives but the data collected is a one-time data collection, also known as cross sectional study, so when the period changes, various environments. In the course of the operation of the entrepreneur there will be changes as well. Therefore, in the next study it should be considered a longitudinal study to study changes or development in the operations of entrepreneurs.

And research methods were used. Mixed methodology was used by questionnaires as a tool for data collection from agricultural product entrepreneurs. Statistics used in data analysis is the frequency distribution average, percentage and analysis of structural equation modeling using LISREL program and for good results and enhancing the competitiveness of the agricultural machinery industry entrepreneurs to the results operating the organization by being a study that acquires guidelines and methods that enhance knowledge and skills bring the policy to agencies that represent the government and private sectors that implement the policy. Including establishing a policy to promote and assist farmers and entrepreneurs involved in strengthening the competitiveness of the agricultural machinery industry in each area.

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