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## Market Orientation, Product Innovation, and Competitive Advantage: Effects on Marketing Performance

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### Abstract (12 Bold)

Economic competition is inevitable and increasingly intense, especially among micro, small, and medium enterprises (MSMEs). This can be seen from the growing number of MSMEs contributing to the dynamics of the global economy. In Indonesia, MSMEs face the challenge of adapting to global competition by optimizing internal and external resources. A major issue they encounter is the lack of strategic capability in achieving competitive advantage.

This study aims to analyze the influence of market orientation, product innovation, and competitive advantage on marketing performance, with a case study of Keris MSMEs in Aeng Tong-tong Village, Saronggi District. A quantitative approach was used, with a census sampling method involving 107 respondents. Data were collected through questionnaires and analyzed using multiple linear regression. The results show that market orientation, product innovation, and competitive advantage each have a significant effect on marketing performance. Additionally, these three variables also influence marketing performance simultaneously. The findings highlight the importance of aligning market needs, continuous innovation, and maintaining unique competitive values to enhance MSME marketing effectiveness.

**Keywords:** Market Orientation, Product Innovation, Competitive Advantage, and Marketing Performance.

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### INTRODUCTION (Capital, 12 pts, bold)

The development of the digital economy in recent years has intensified competition among business actors. In this era, business strategy becomes a crucial element in achieving competitive advantage not merely as a plan, but as a foundation that unifies all elements of an enterprise in pursuit of shared objectives. The increasingly open global competition allows foreign products to enter domestic markets more easily, forcing local businesses to compete not only with domestic producers but also with international ones. Within this context, Micro, Small, and Medium Enterprises (MSMEs), as the backbone of the national

economy, are not exempt from these challenges. MSMEs are required to remain competitive amid the growing complexity of globalization and free trade. One of the main challenges faced by MSMEs is their limited mastery of competitive strategies that can optimize the use of internal and external resources. On the other hand, consumers now have more options, with a wide range of prices and quality, making consumer loyalty difficult to attain without the right strategies.

Three variables are considered crucial in supporting MSMEs' competitiveness and marketing performance: market orientation, product innovation, and competitive advantage. Market orientation reflects a business's commitment to continuously understanding and meeting customer needs. Product innovation is a key factor in product differentiation and value enhancement. Meanwhile, competitive advantage results from the strategic utilization of resources and the unique characteristics of the business, including product quality and service excellence. These three variables are believed to drive marketing performance, which refers to the extent to which a business can effectively sell its products in the market. The phenomenon under investigation in this study is the presence of keris-producing MSMEs in Aing Tongtong Village, Saronggi Sub-district, Sumenep Regency. This village is known as a center for keris production, with over 100 business units. However, not all entrepreneurs receive orders equally, as consumers tend to choose products from certain units perceived to have better quality and reputation. The marketing of keris products is no longer conducted only through conventional methods but also through e-commerce platforms, which open up opportunities while simultaneously increasing competition among business actors. In this context, it is important to examine the extent to which market orientation, product innovation, and competitive advantage influence the marketing performance of keris MSMEs in this village.

Based on the aforementioned background, this study seeks to answer the following research questions: (1) Does market orientation affect the marketing performance of keris MSMEs in Aing Tongtong Village? (2) Does product innovation influence marketing performance? (3) Does competitive advantage have an effect on marketing performance? and (4) Do all three variables simultaneously influence the marketing performance of keris MSMEs in Aing Tongtong Village, Saronggi Sub-district? The objective of this study is to analyze and explain the influence of market orientation, product innovation, and competitive advantage on marketing performance, both partially and simultaneously. Thus, this study is expected to provide both theoretical and practical contributions to the development of MSME marketing strategies, particularly in traditional crafts industries such as keris production.

This research is expected to provide benefits in several aspects. For the author, it serves as a means to develop insights and skills in applying strategic management theories in real-world contexts. For the keris MSME actors in Aing Tongtong Village, the findings of this research can serve as an evaluation tool for developing more effective and sustainable business strategies. Meanwhile, for future researchers, this study may serve as a reference and foundation for examining similar topics, especially those related to the impact of marketing strategies on the performance of small and medium enterprises.

## METHOD (Capital, 12 pts, bold)

This study is a field research employing a quantitative approach aimed at examining the influence of market orientation, product innovation, and competitive advantage on marketing performance among Keris MSMEs in Aing Tongtong Village, Saronggi District. The data used in this study are subject data obtained from MSME owners. Primary data were collected directly through the distribution of closed-ended questionnaires and field observations, while secondary data were obtained from relevant literature, documents, and archives. The data collection techniques included the use of closed-ended questionnaires with a Likert scale ranging from 1 to 5, and direct observation of the research object. The population of this study comprised all 107 owners of Keris MSMEs in the village. Given the manageable size of the population, the study used a census sampling technique, involving all 107 MSMEs as research participants.

Data analysis was conducted using SPSS software and involved several stages, including validity and reliability tests to ensure the accuracy of the research instrument, classical assumption tests (normality, multicollinearity, and heteroscedasticity) to assess the model's suitability, and multiple linear regression analysis to determine the simultaneous and partial influence of independent variables on the dependent variable. Hypothesis testing was performed using the t-test for partial effects, the F-test for simultaneous effects, and the coefficient of determination ( $R^2$ ) to evaluate the overall explanatory power of the independent variables on the dependent variable.

## RESULTS AND DISCUSSION (Capital, 12 pts, bold)

### 1. Validity and Reliability Test

The validity test was conducted by comparing the correlation coefficient (*r-count*) of each item with the critical value (*r-table*) at 107 respondents and a significance level of 5% (*r-table* = 0.190). As shown in Table 1, all items have *r-count* > *r-table*, indicating that all measurement items are **valid**.

**Table 1. Validity Test Results**

| Variable                   | Item | r-count | r-table | Validity |
|----------------------------|------|---------|---------|----------|
| Market Orientation (X1)    | X1.1 | 0.387   | 0.190   | Valid    |
|                            | X1.2 | 0.703   | 0.190   | Valid    |
|                            | X1.3 | 0.838   | 0.190   | Valid    |
| Product Innovation (X2)    | X2.1 | 0.451   | 0.190   | Valid    |
|                            | X2.2 | 0.742   | 0.190   | Valid    |
|                            | X2.3 | 0.689   | 0.190   | Valid    |
| Competitive Advantage (X3) | X3.1 | 0.524   | 0.190   | Valid    |
|                            | X3.2 | 0.822   | 0.190   | Valid    |
|                            | X3.3 | 0.691   | 0.190   | Valid    |
| Marketing Performance (Y)  | Y1.1 | 0.571   | 0.190   | Valid    |
|                            | Y1.2 | 0.790   | 0.190   | Valid    |
|                            |      |         |         |          |

| Variable | Item | r-count | r-table | Validity |
|----------|------|---------|---------|----------|
|          | Y1.3 | 0.940   | 0.190   | Valid    |

Source: Source: Processed Primary Data, 2023

The reliability test using Cronbach's Alpha (Table 2) yielded a coefficient of **0.697**, indicating that the questionnaire instrument is **reliable** as it exceeds the threshold of 0.60.

**Table 2. Reliability Test Result**

| Cronbach's Alpha | No. of Items | Conclusion |
|------------------|--------------|------------|
| 0.697            | 12           | Reliable   |

Source: Source: Processed Primary Data, 2023

## 2. Classical Assumption Tests

### a. Normality Test (Kolmogorov-Smirnov):

The Kolmogorov-Smirnov test (Table 3) showed *Asymp. Sig.* = 0.200 > 0.05, indicating that the residuals are **normally distributed**, and the data fulfills the normality assumption.

**Table 3. Normality Test (Kolmogorov-Smirnov)**

| Test Statistic | Asymp. Sig. (2-tailed) | Conclusion          |
|----------------|------------------------|---------------------|
| 0.054          | 0.200                  | Normal distribution |

Source: SPSS Output, 2023

### b. Multicollinearity Test

Table 4 shows that all Tolerance values are above 0.10 and all VIF values are below 10, suggesting that no multicollinearity exists between the independent variables.

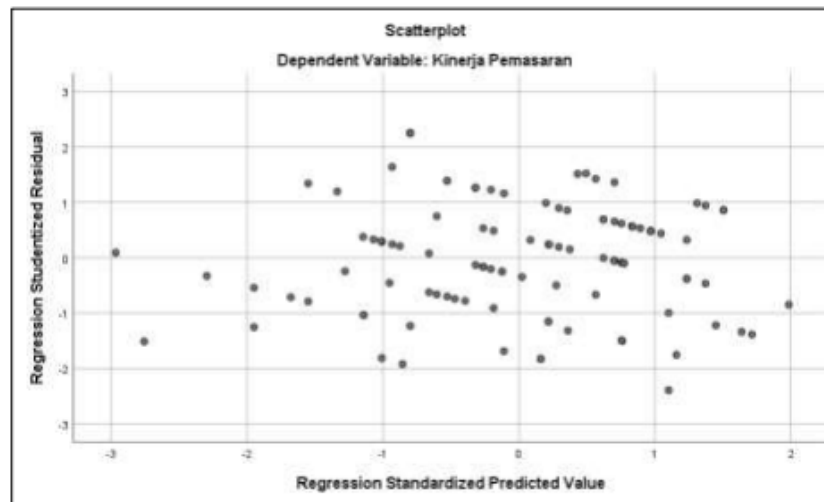
**Table 4. Multicollinearity Test**

| Variable              | Tolerance | VIF   | Conclusion           |
|-----------------------|-----------|-------|----------------------|
| Market Orientation    | 0.850     | 1.177 | No multicollinearity |
| Product Innovation    | 0.909     | 1.101 | No multicollinearity |
| Competitive Advantage | 0.911     | 1.097 | No multicollinearity |

Source: SPSS Output, 2023

### c. Heteroscedasticity Test

The scatterplot showed that residuals were randomly distributed with no visible pattern, indicating **no heteroscedasticity**. The regression model thus meets the assumption of homoscedasticity.



Source: SPSS Output, 2023

### 3. Multiple Linear Regression Analysis

The regression model in Table 5 provides coefficients for each independent variable. The equation is:

#### Regression Equation:

$$Y = 1.005 + 0.419X_1 + 0.352X_2 + 0.116X_3 + \varepsilon$$

This means:

- A one-unit increase in market orientation ( $X_1$ ) results in a 0.419 increase in marketing performance, assuming other variables are constant.
- A one-unit increase in product innovation ( $X_2$ ) increases marketing performance by 0.352.
- A one-unit increase in competitive advantage ( $X_3$ ) adds 0.116 to marketing performance.

**Table 5. Multiple Linear Regression Results**

| Variable              | Coefficient (B) | Std. Error | Beta  | t     | Sig.  |
|-----------------------|-----------------|------------|-------|-------|-------|
| Constant              | 1.005           | 1.954      | —     | 0.514 | 0.608 |
| Market Orientation    | 0.419           | 0.114      | 0.334 | 3.669 | 0.000 |
| Product Innovation    | 0.352           | 0.116      | 0.267 | 3.033 | 0.003 |
| Competitive Advantage | 0.116           | 0.105      | 0.097 | 1.107 | 0.271 |

Source: SPSS Output, 2023

The analysis shows that market orientation has the strongest influence, followed by product innovation, while competitive advantage has a lesser but still positive impact.

### 4. t-Test (Partial Test)

As shown in Table 6, all independent variables significantly affect marketing performance ( $p < 0.05$ ):

Market Orientation ( $p = 0.000$ )

Product Innovation ( $p = 0.000$ )

Competitive Advantage ( $p = 0.015$ )

This indicates that each of the three variables individually contributes to improving MSME marketing outcomes.

**Table 6. t-Test Results**

| Variable              | t-value | Sig.  | Conclusion         |
|-----------------------|---------|-------|--------------------|
| Market Orientation    | 5.048   | 0.000 | Significant effect |
| Product Innovation    | 4.218   | 0.000 | Significant effect |
| Competitive Advantage | 2.464   | 0.015 | Significant effect |

Source: SPSS Output, 2023

### 5. F-Test (Simultaneous Test)

The F-Test result in Table 7 shows a significance value of 0.000, indicating that all independent variables simultaneously affect marketing performance.

**Table 7. F-Test (ANOVA)**

| F-value | Sig.  | Conclusion                      |
|---------|-------|---------------------------------|
| 12.852  | 0.000 | Significant simultaneous effect |

Source: 11 pts, centered alignment

### 6. Coefficient of Determination ( $R^2$ )

Table 8 shows an Adjusted  $R^2$  of 0.251, meaning that the model explains 25.1% of the variance in marketing performance, while 74.9% is explained by other factors outside the model.

**Table 8. Coefficient of Determination**

| R     | $R^2$ | Adjusted $R^2$ | Std. Error of Estimate |
|-------|-------|----------------|------------------------|
| 0.522 | 0.272 | 0.251          | 1.448                  |

Source: SPSS Output, 2023

This result implies that the combination of market orientation, product innovation, and competitive advantage provides a moderate explanatory power and should ideally be supported by other variables like digital marketing, branding, and pricing strategy

## CONCLUSION (Capital, 12 pts, bold)

Based on the results of the research conducted on 107 respondents who are keris craft entrepreneurs in Aeng Tong-tong Village, Saronggi District, Sumenep Regency, several conclusions can be drawn. First, market orientation has a positive and significant influence on marketing performance. This implies that a strong understanding of customer desires, awareness of competitors' strengths and weaknesses, and good coordination across business functions play a crucial role in improving marketing outcomes. Second, product innovation also shows a positive and significant impact on marketing performance. The variety in keris design, high-quality craftsmanship, and distinctive features contribute significantly to consumer interest and increased sales. Third, competitive advantage likewise demonstrates a significant influence on marketing performance. The unique

characteristics of keris products, along with competitive pricing and product quality, provide a strong differentiation for Aeng Tong-tong's UMKM (Micro, Small, and Medium Enterprises) in the marketplace. Furthermore, market orientation, product innovation, and competitive advantage, when considered simultaneously, have a significant effect on marketing performance. This is supported by the statistical results indicating a significance value below 0.05 and an Adjusted  $R^2$  value of 25.1%, which suggests that these three variables collectively explain 25.1% of the variation in marketing performance among the keris artisans in the village

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