

# Competitive Advantage and Marketing Performance on SMEs: Market Orientation and Innovation of Local Product in Bekasi, Indonesian

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**Abstract:** This paper aims to examine the effect of market orientation and innovation of local product on competitive advantage and marketing performance in SMEs in Bekasi. The type of research was explanatory research. The population were owners and labors SMEs in Bekasi. The number of samples were 120 owners and labors from all SMEs in Bekasi. The analysis method used SEM analysis. The results showed that market orientation had a significant effect on competitive advantage. This shows that the better the market orientation, the higher the competitive advantage. Innovation of local product had a significant effect on competitive advantage. It showed that the better the Innovation of local product, the higher the competitive advantage. Market orientation has no significant effect on marketing performance. It shows that the better market orientation does not necessarily improve marketing performance. Innovation of local product had a significant effect on marketing performance. The better the Innovation of local product, the higher the marketing performance. The performance of the visit had a significant effect on marketing performance. The better the performance of the visit, the higher the marketing performance.

**Keywords:** market orientation, innovation of local product, competitive advantage and marketing performance

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## I. INTRODUCTION

Market orientation is one of the main concepts in the marketing literature, because it refers to the extent to which industries implement marketing concepts. Market orientation is the most effective and efficient organizational culture in creating the behavior needed to produce superior value for buyers, thus superior business performance can continuously be achieved.

Market orientation is an organizational perspective that encourages three main aspects namely: (1) customer orientation, (2) competitor orientation, and (3) inter functional. Market-oriented corporate strategies are seen by academics and practitioners as the main pillars to achieve superior company performance in both manufacturing and service industries [1]. Empirical studies aimed at examining the concepts of marketing

and market orientation have been carried out more than forty years ago [2].

Empirical research that links market orientation with some performance measurements to form interconnected models is still very rare [3]. Improved performance and increased company competitiveness can be done through the development of organizational culture that is focused on understanding market needs, wants and market demands that is market oriented (culture oriented). That market orientation contributes significantly to increasing a number of company competencies that can drive high performance in the area of cost and success in providing new services. [4] The higher the market orientation, the higher marketing performance will be achieved [5]. Marketing performance is a measure of achievement of the overall marketing process activities of a company [6]. Marketing performance can also be seen as a concept used to measure the extent to which market achievements have been achieved for a product produced by the company. That industries that have made market orientation an organizational culture will focus on external market needs, market wants and demands as a basis for developing strategies for each business unit in the organization and determining success for marketing and company performance [7]. Market orientation influences marketing performance [8]. Market orientation can improve marketing performance. [9]. Different research results found by Harris found that market orientation has no effect on market orientation. [10]. Lengarek (2003) who examined the effect of market orientation on marketing performance [11]. The results show there is no strong evidence that industries that do market orientation have a positive and significant impact on marketing performance.

Several other studies give different results, namely Jaworski and Kohli using two research samples, with a sample size of 222 Business Strategy Units and 230 managers in the United States. [12] The results of his research both in sample one and in sample two stated that market orientation has no effect on market share. His research conducted by Harris of 241 managers in the United Kingdom, using marketing performance indicators of sales growth, concluded that market orientation had no effect on sales growth as measured subjectively or objectively. [13] Another study conducted also found that market orientation did not

have a significant effect on growth and market share. [14] The results of previous research conducted which states that market orientation does not have a significant influence on sales growth and market share [15].

Another factor that influences marketing performance is the innovation of owners. Continuous innovation in a company is a fundamental need which in turn will be able to create competitive advantage. Thus innovation is an important function of management because innovation will determine a superior business performance. Innovation will be increasingly important as a tool for survival, not only growth but also in increasingly intense competition and environmental uncertainty [16]. Innovation is an important function in management, because innovation is related to company performance. The effect of innovation on objective performance as measured by occupancy rates and market share, and objective marketing performance measured using service quality and competitive advantage [17]. Agarwal et al., study found that innovation has an influence on marketing performance both as measured by an objective approach (occupancy rate and market share) and by a subjective approach (service quality and competitive advantage) [18]. Subin-Im and Workman also conducted research in relation to innovation and marketing performance, in a study of 106 industries engaged in high technology in the United States found that creativity in product development and new marketing programs had a positive effect on marketing performance [19]. The ability of innovation of local product improved marketing performance [20]. Meanwhile, according to Darroch in his research in the industrial field in New Zealand also found that innovation of local product does not have an effect on performance either measured by financial performance or non-financial performance namely market share and sales growth [21].

Marketing performance is also supported by competitive advantage. The competitive advantage is the result of a visit from owners. That is because a visit from owners affects potential consumers who will buy the product. The more active owners and labors carry out sales activities, the competitive advantage increases and marketing performance increases later [22].

The development of SMEs in Indonesia continues to increase from year to year, this makes the Indonesian government must continue to support SMEs by

providing assistance both in terms of capital and the skills of entrepreneurs, moreover at this time employers have been applied to the ASEAN Economic Community (MEA) agreement or other terms ASEAN Economic Community (AEC), which inevitably forces SMEs in Indonesia to be ready and brave to compete in the face of foreign products entering the Indonesian

market. Bekasi City is geographically located in the constellation of national growth centers. The city is located in the Greater Jakarta Metropolitan area and is one of the major cities in Indonesia. The development of SMEs in this city is quite high according to the following in Table 1.

Table 1. Development SMEs in Bekasi, Indonesian

No	Indicators	2015	2016	2017	2018
1	Productive SMEs	945	1.134	1.226	1.502
2	Quantities SMEs	615	566	671	966
3	The total number of SMEs	623	491	555	905

Source: Development Database Information System (data processed) of Bekasi, Indonesian

Table 1. illustrates that the development of SMEs in the city of Bekasi has experienced a significant increase every year, but the problems that occur continue to follow along with the increasing number of MSMEs in Bekasi, Indonesian.

## II. LITERATURE REVIEW

### The Effect of Market Orientation on Competitive advantage

Market orientation not only makes us understand the needs and desires of customers, but also can provide strong norms for learning from customers and competitors [23]. Commitment to market orientation can produce superior value in the eyes of customers and outstanding performance for the company [24]. The application of market orientation, which is the company's strategy in competition, will influence the performance of the visit. A broad market orientation will increase competitive advantage [25]. Based on the description above, the hypotheses proposed include:

H1: Market orientation affects the competitive advantage to SMEs in Bekasi.

### Effect of Innovation of local product on Competitive advantage

Innovation of local product is directly related to consumers in influencing the competitive advantage. It's just to have a quality owners and be able to innovate still little attention is given by the company in managing the owners. Innovation of local product basically has a life cycle where one day sales will experience a decline which might be due to a sales strategy that no longer

matches market conditions [26]. This situation encourages industries to implement the development of new innovation of local products in the company's sales management. Innovation of local product that has high performance in achieving company success. Achieve effective competitive advantage requires innovation of owners and labors who have high levels of performance. [27] Competitive advantage is controlled by the owners own innovation based on the behavior of the salesperson and the results obtained by the salesperson [28]. Based on the description above, the hypotheses proposed include:

H2: Innovation of local product influences the competitive advantage to SMEs in Bekasi.

### Market Orientation Towards Marketing Performance

Much research has been done with the aim of proving whether market orientation results in superior marketing performance [29]. Several research results have proven a strong relationship between market orientation and marketing performance. The results of research examining the causal relationship between market orientation and organizational performance conclude that market orientation has an influence on marketing performance.

Industries that have a high level of market orientation will have high marketing performance. This is because industries that have a high degree of market orientation will have a competitive advantage in terms of; product quality, service quality, innovation of local product and costs [30]. Industries that have implemented market orientation will be able to provide

better services so that they can satisfy their customers and get higher business profits.

The higher the market orientation, the higher marketing performance will be achieved [31]. Marketing performance is a measure of achievement of the overall marketing process activities of a company [32]. Marketing performance can also be seen as a concept used to measure the extent to which market achievements have been achieved for a product produced by the company. Market orientation influences the performance of marketing [33]. Based on the description above, it is clear that research aimed at examining the effect of market orientation on marketing performance still results in contradictory findings, so the hypotheses proposed include:

H3: Market orientation influences the marketing performance of SMEs in Bekasi.

### **Innovation of local product on Marketing Performance**

Innovation of local product is an important function in management, because innovation is related to marketing performance. More specifically in the relationship between innovation and marketing performance, some researchers have also proven the positive influence of innovation with marketing performance. Innovation of local product and new marketing programs had a positive influence on marketing performance. [34]. This research in industry in New Zeland also found that innovation of local product did not have an effect on performance either measured by financial performance or non-financial performance, namely market share and sales growth [35].

Innovation of local product, orientation to marketing performance [36]. Innovation of local product on marketing performance [37]. Market orientation towards marketing performance and there was an influence of innovation on marketing performance [38]. Based on the description, the hypotheses proposed include:

H4: Innovation of local product influences the marketing performance of SMEs in Bekasi.

### **Competitive advantage on marketing performance**

Marketing performance is also supported by competitive advantage. Competitive advantage which is the result of a visit from a owners. That is because a visit

from a owners affects potential consumers who will buy the product. The more active owners and labors carry out sales activities, the competitive advantage increases and marketing performance increases later [39]. Many competitive advantage will improve marketing performance [40]. The hypothesis that can be submitted is:

H5: Competitive advantage influences marketing performance at SMEs in Bekasi.

### **III. THE PURPOSE**

The aim of this research were:

1. To examine the effect of market orientation on the competitive advantage to SMEs in Bekasi.
2. To examine the effect of innovation of local product on the competitive advantage to SMEs in Bekasi.
3. To examine the effect of market orientation on marketing performance in SMEs in Bekasi.
4. To test the effect of innovation of local product on marketing performance in SMEs in Bekasi.
5. To examine the effect of competitive advantage on marketing performance in SMEs in Bekasi.

### **IV. METHOD**

The type of research used explanatory research. The study population were 120 owners and labors from all SMEs in Bekasi. The sample was chosen by the census method in which all populations became a research sample of 120 peoples. Exogenous variables in this study consisted of market orientation (X1); innovation of local product (X2). The intervening variable of this study was competitive advantage (Y1). The endogenous variable was marketing performance (Y2). The measurement technique used a Likert scale, ordinal measurements. Data analysis method used the analysis of validity and reliability tests, assumptions SEM test and analysis of Structural Equation Modeling (SEM)

### **V. RESULTS**

Evaluation of SEM assumptions is divided into four types, namely: sample size, outlier test, normality test and multicollinearity test. 1) Sample Size, In SEM modeling there are two types of sample sizes that must be met, namely: first, between 100-200 [41], or second, using a comparison of 30 observations for each

estimated parameter. With a total sample of 120 SMEs, the samples in this study have fulfilled assumptions about the number of samples. 2) Outlier Test Results, Outlier test results in the study appear at Mahalanobis d-squared. To calculate the Malahanobis distance value based on the value of Chi squares at free degree 12 (number of indicator variables) at the level of  $p < 0.05$  ( $\chi^2 0.05$ ) is 21.026 (based on the distribution table  $\chi^2$ ). This research had a Mahalanobis distance greater than 21,026 is a multivariate outlier. Outlier test show that none of the cases has a Malahanobis distance value greater than 35,132 so it can be concluded that there is no multivariate outlier in the research data. 3) Normality test showed all of them have critical ratio values between -1.96 to +1.96. This proves there is no violation of the SEM normality assumptions in this research data input. 4) Multicollinearity test results showed that the determinant value of the variance-covariance matrix = 0.110. This value is relatively large, and can be used as

a measure of indication that there is no multicollinearity between exogenous variables.

Structural Equation Modeling results Based on the method of determining values in the model, the first model testing variables are grouped into exogenous variables and endogenous variables. Exogenous variables are variables whose values are determined outside the model. Endogenous variables are variables whose values are determined through equations or from established relationship models, including exogenous variables, which are market orientation (X1), innovation of local product (X2), and endogenous competitive advantage (Y1) and marketing performance (Y2) .

The results of the initial model construct test presented at these are evaluated based on goodness of fit indices. Model criteria and their critical values that have data suitability can be seen in the following Table 2.

Table 2. Evaluate the Goodness of Fit Indices Criteria

Goodness of fit Indices	Cutt of value	Result	Note
Chi Square	Small	118,650	Marginal Fit
Significane Probality	$\geq 0,05$	0,000	Marginal Fit
RMSEA	$\leq 0,08$	0,078	Goodness Fit
GFI	$\geq 0,90$	0,890	Marginal Fit
AGFI	$\geq 0,90$	0,828	Marginal Fit
CMIN/DF	$\leq 3,00$	2,373	Goodness Fit
TLI	$\geq 0,95$	0,813	Marginal Fit
CFI	$\geq 0,95$	0,858	Marginal Fit

Source: processing data

Based on Table 2, it can be seen that the model is feasible to use by assuming the Parsimony principle meets the criteria because there are already two criteria that fulfill it so that this model is feasible to use. Evaluation of the model shows that of the eight criteria

for goodness of fit indices all meet the criteria and are approaching the recommended critical value. Based on the parsimony principle, the overall model can be said to be in accordance with the data and can be further analyzed.

Table 3. Path Coefficient and Hypothesis Testing

Variable	Path coefficient	C.R	Probabilities	Note
$X_1 \rightarrow Y1$	0,779	3,532	0,000	Significant
$X_2 \rightarrow Y1$	0,577	3,229	0,001	Significant
$X_1 \rightarrow Y2$	0,501	0,536	0,592	Not Significant
$X_2 \rightarrow Y2$	0,034	3,051	0,010	Significant
$Y1 \rightarrow Y2$	0,544	3,469	0,039	Significant

Based on the results of SEM analysis, the following equation is formed.

$$Y1 = \alpha + 0,779 X1 + 0,577 X2 + e \dots\dots\dots (1)$$

$$Y2 = \alpha + 0.501 X1 + 0.034 X2 + 0.544Y1 + e \dots\dots (2)$$



The first and second hypotheses in this study state that market orientation and innovation of local product significantly influence the marketing performance of SMEs. Based on the results of the analysis, it turns out that the value of the market orientation path coefficient on the marketing performance of SMEs is 0.799 with the value of C.R 3.532. This C.R value is greater than the required critical value of 2. So it can be stated that market orientation had a significant effect on the marketing performance of SMEs. Whereas the innovation of local product has a path coefficient with a local product marketing performance of 0.577 with a C.R value of 3.229. This C.R value is greater than the required C.R value that is equal to 2. Based on these results it can be concluded that innovation of local product had a significant effect on the marketing performance of SMEs. This result accepts the first hypothesis which states that market orientation had a significant effect on the marketing performance of SMEs, and the second hypothesis where innovation of local product had a significant effect on the marketing performance of SMEs.

The third and fourth hypotheses in this study state that market orientation and innovation of local product have a significant and positive effect on SMEs competitive advantage. Based on Table 3 it is known that the path coefficient between market orientation and competitive advantage is 0.501 with a C.R value of 0.536 less than the required critical value of 2. This shows that market orientation has no significant effect on competitive advantage. Whereas the innovation of local product variable on competitive advantage has a path coefficient of 0.034 with a C.R value of 3.051 more than a critical value of 2 as required. These results do not support the third hypothesis and support the fourth hypothesis in this study which states that market orientation and innovation of local product have a significant and positive effect on the performance of local product SMEs .

The fifth hypothesis in this study states that the competitive advantage significantly influences the marketing performance of SMEs. Based on the results of the analysis, it turns out that the path coefficient value of competitive advantage to the marketing performance of SMEs is 0.544 with a C.R value of 3.469. This C.R value is greater than the required critical value of 2. It can be concluded that the competitive advantage

significantly influences the marketing performance of SMEs. These results support the fifth hypothesis in this study which states that the competitive advantage significantly and positively influences the marketing performance of SMEs. Based on the results, it can be concluded that the four hypotheses are proven except the third hypothesis in the study has not been proven to have a significant effect.

## VI. DISCUSSIONS

### Effect of Market Orientation on Competitive advantage

The results of the path coefficient test show that market orientation had a significant effect on competitive advantage. Based on the test results, the first hypothesis which states that market orientation had a significant effect on the competitive advantage is proven (accepted). This shows that the better the market orientation, the higher the competitive advantage. Market orientation can later become a target for SMEs so that it will lead to better competitive advantage.

Competitive advantage is a measure of achievement of the overall owners visit process activity of a company [42]. Marketing performance can also be seen as a concept that is used to measure the extent to which market achievements have been achieved for the products produced by the company. Market orientation which is the basis of the needs and desires of customers, also see how the role of competitors in marketing the local products to be sold. Market orientation is an orientation which is the company's strategy in competition, which will influence the performance of the visit. The results of this study are consistent with research Sefnedi broad market prientais will increase competitive advantage [43].

Based on the characteristics of respondents showed that the majority of respondents owners local product in Bekasi were mostly male and aged 31-40 years. SMEs who are generally also educated scholars have good knowledge of the local product market in Bekasi. Based on the answers of respondents as a whole shows that some respondents have a good perception about the market orientation of SMEs. Even though there were those who answered that they were quite in agreement with the market orientation, this was due to the normal assessment of the market orientation of SMEs.

SMEs in Bekasi in an effort to improve the competitive advantage include improving market orientation by strengthening the vision and mission where the company must determine the Vision (Goal) of the company, this is done so that the company has clear goals and can easily achieve these goals. Usually the purpose or orientation of this company will be more on wanting to serve the needs or desires of customers (customers) rather than just producing goods or services and then sell it. SMEs can determine the policies that will be carried out or carried out regarding who the prospective buyers (customers), what products will be produced, some of the quantity and others.

There are several steps that must be planned and implemented in a company's marketing process, including Mind Share (Strategic), this is included in a strategy in which there is a process of Segmenting, Targeting and Positioning, segmentation (Mapping) by way of dividing the market based on variables certain variables such as geography, demography, psychology, behavior and even the smallest variables, namely individuals. Targeting is the process of selecting targets and matching market reactions with basic needs, purchasing power and limitations and determining the positioning where SMEs place a product into the minds of customers widely, so that it will be embedded in the market mind that SMEs are able to provide the best products.

### **Effects of Innovation of local products on Competitive advantage**

The path coefficient test results show that Innovation of local product had a significant effect on the performance of the visit. Based on the test results, the first hypothesis stating that Innovation of local product had a significant effect on the competitive advantage is proven (accepted). It shows that the better the Innovation of local product, the higher the competitive advantage. Innovation of local products can later become a target for SMEs so that it will lead to better competitive advantage.

Innovation of local product is directly related to consumers in influencing the competitive advantage. It's just to have a quality owners and be able to innovate still little attention is given by the company in managing the owners. Innovation of local product basically has a life cycle where one day sales will experience a decline

which might be due to a sales strategy that no longer matches market conditions. [44]

This situation encourages industries to implement the development of new innovation of local products in the company's sales management. Innovation of local product that has high competitive advantage in achieving company success. These results are in accordance with the research of Surandini stating that to achieve effective competitive advantage requires innovation of owners and labors who have high levels of performance [45]. Competitive advantage is controlled by the owners own innovation based on salesperson behavior and results obtained by the salesperson.

Based on the characteristics of respondents showed that the majority of respondents owners local product industries in Bekasi were mostly male and aged 31-40 years. SMEs who are generally also educated scholars have good knowledge of the local product market in Bekasi. Based on the answers of respondents as a whole shows that some respondents have a good perception about innovation of local products. Although there are those who answered that they quite agree with Owners and labors, it is due to the normal assessment of Owners and labors.

There are several ways that can be taken to improve innovation of local product, namely by developing sales systems, developing various levels of quality and developing product marketing. Owners of SMEs With innovation of local product, it will add value compared to similar products (product excellence), so that it will increase sales.

### **Market Orientation on Marketing Performance**

The results of the path coefficient test indicate that market orientation does not significantly influence marketing performance. Based on the test results, the third hypothesis which states that market orientation had a significant effect on marketing performance is not proven (rejected). It shows that the better market orientation does not necessarily improve marketing performance. Market orientation that cannot be used as a reference will become a target for SMEs so that it cannot determine marketing performance.

The results of this study are not in accordance with the opinion which explains that industries that have a high level of market orientation will have high marketing performance [45]. This is because industries

that have a high degree of market orientation will have a competitive advantage in terms of product quality, service quality, innovation of local product and cost. Industries that have implemented market orientation will be able to provide better services so that they can satisfy their customers and get higher business profits. The results of this study support Farida's research finding that market orientation has no effect on marketing performance [46].

Based on the characteristics of respondents showed that the majority of respondents owners local product industries in Bekasi were mostly male and aged 31-40 years. SMEs who are generally also educated scholars have good knowledge of the local product market in Bekasi. Based on the answers of respondents as a whole shows that some respondents have a good perception about the market orientation of SMEs. Even though there were those who answered that they were quite in agreement with the market orientation, this was due to the normal assessment of the market orientation of SMEs.

Industries that succeed in controlling the market are referred to as "market drive firms", which are industries that always place customer orientation and competitor orientation in harmony so as to produce better marketing performance. The main dimensions in market orientation are customer orientation and competitor orientation and good inter-functional coordination. Industries that have a high level of market orientation will have high marketing performance because industries that have a high degree of market orientation will have a competitive advantage in terms of; product quality, service quality, innovation of local product and costs [47].

### **Innovation of local products on Marketing Performance**

The path coefficient test results show that Innovation of local product had a significant effect on marketing performance. Based on the test results, the fourth hypothesis stating that Innovation of local product had a significant effect on marketing performance is proven (accepted). It shows that the better the Innovation of local product, the higher the marketing performance. Innovation of local products can later become a target for SMEs so that it will lead to better marketing performance.

Innovation of local product is an important function in management, because innovation is related to marketing performance. The results in accordance with the opinion of Subin-Im and Workman found that innovation of local product and new marketing programs have a positive influence on marketing performance [48]. In addition, this study supports Darroch's research finding that innovation of local product does not have an effect on performance either measured by financial performance or non-financial performance, namely market share and sales growth [49]. This research is also in accordance found that market orientation towards marketing performance and there is influence of innovation on marketing performance [50]. Found that innovation of local product, orientation towards marketing performance.

### **Competitive advantage on marketing performance**

The path coefficient test results show that the competitive advantage significantly influences marketing performance. Based on the test results, the fifth hypothesis which states that the competitive advantage had a significant effect on marketing performance is proven (accepted). It shows that the better the performance of the visit, the higher the marketing performance. Competitive advantage can later become a target for SMEs so that it will lead to better marketing performance.

Marketing performance is also supported by competitive advantage. competitive advantage which is the result of a visit from a owners. That is because a visit from a owners affects potential consumers who will buy the product. The results of this study are in accordance with Ines et.al found that the more active owners and labors do sales activities, the competitive advantage increases and marketing performance increases later [51]. This is also consistent with the research of Mutlasih 1showing that more competitive advantage will improve marketing performance. [52][53][54].

## **VII. CONCLUSION**

Based on the results of data analysis the conclusions are explained as follows. 1) Market orientation had a significant effect on the competitive advantage, 2) Innovation of local product had a significant effect on competitive advantage, 3) Market orientation has no



significant effect on marketing performance. It shows that the better market orientation does not necessarily improve marketing performance, 4) Innovation of local product had a significant effect on marketing performance. The better the Innovation of local product, the higher the marketing performance, 5) The competitive advantage had a significant effect on marketing performance.

Suggestions that can be submitted in this research are 1) For SMEs should maintain their existing market orientation. For producers, they must always observe developments so they can meet market needs. Innovation of local product is carried out optimally and attractively. Based on variations in market orientation assessment, it is very possible for producers to perform stimuli that can increase consumer loyalty, this is also supported by a positive influence between market orientation on competitive advantage and marketing performance in this study. 2) For future researchers, the variables used in the study should be added as other variables that make up marketing performance so that research results will be obtained accurately and as desired.

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