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# The Influence of Market Orientation and Product Innovation on the Marketing Performance of Fashion SMEs in South Tangerang City

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A R T I C L E I N F O

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A B S T R A C T

The purpose of this study is to investigate how product innovation and market orientation affect the marketing performance of fashion SMEs in South Tangerang City. The research employed an associative methodology, with a population comprising 112 fashion SMEs in the area. Data analysis methods included correlation coefficients, coefficients of determination, partial t-tests, simultaneous F-tests, simple linear regression, and multiple linear regression. The findings demonstrate that market orientation significantly and favorably affects marketing performance, as shown by the basic linear regression equation.Y = 23.735 + 0.422X. The correlation coefficient is 0.868 (very strong), with a determination coefficient of 75.4%. Furthermore, t-value (tcount) is 18.357, exceeding the t-table value of 1.981 with a significance level of 0.000 (<0.05). Similarly, product innovation has a positive and significant effect on marketing performance, demonstrated by the equation Y = 23.272 + 0.434X. The correlation coefficient is 0.769 (strong), and the determination coefficient is 59.1%. The t-value (tcount) is 12.619, greater than the t-table value of 1.981 with a significance level of 0.000 (<0.05). Simultaneously, market orientation and product innovation together positively and significantly affect marketing performance, supported by the multiple linear regression equation Y = 22.535 + 0.345X1 + 0.111X2. The correlation coefficient is 0.876 (very strong), with a determination coefficient of 76.7%. The F-value (Fcount) is 179.885, exceeding the F-table value of 3.93 with a significance level of 0.000 (<0.05).

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## INTRODUCTION

MSMEs, or micro, small, and medium-sized businesses, are important to the economy. sector of any country. In Indonesia, MSMEs serve as one of the backbones of society, contributing to improving their welfare. This has been evident during global economic crises, where the MSME sector has demonstrated resilience.

Currently, MSMEs are evolving with diverse forms of products. This growth can be observed in the wide variety of market shares and product types developed. Such developments indicate intense market competition, prompting MSME players to innovate and meet consumer needs. Innovation has become a necessity for MSMEs to enhance performance, achieve competitive value, and ensure sustainability in national markets, thereby facilitating easier market penetration (Merilla, 2020).

Businesses require strong marketing performance to maintain their existence. Therefore, market orientation and product innovation are critical aspects that management must focus on to maximize marketing performance and improve MSME profitability. Marketing performance serves as a benchmark for a company's success, measured over a defined period based on correctly formulated and executed activities. Conversely, poor marketing performance reflects inefficiencies. Marketing performance, specifically, assesses a company's effectiveness from a marketing perspective (Wulandari & Iskandar, 2018). One MSME sector experiencing growth is the fashion industry.

Fashion development is closely tied to trends, showcasing creativity through new product launches. This dynamic fosters intense market competition, compelling entrepreneurs to adopt various strategies to survive and grow amidst the bustling market. In today's era, competition in the fashion business sector is increasingly fierce, requiring businesses to dynamically adapt to market developments.

Every company must anticipate changes and customer expectations regarding its products. Competitive strategies, marketing mix, innovation initiatives, and market orientation are some solutions to enhance marketing performance and address these challenges. Market orientation involves a company's tendency to gain an advantage by fulfilling consumer needs and desires (Bakti & Harun, 2016).

Efforts to surpass competitors continuously include innovation—whether in products, production processes, marketing, or organizational systems. By innovating, companies can build competitive advantages and positively impact overall performance.

The growth of MSMEs in South Tangerang City has significantly boosted the local economy. South Tangerang has become an independent city with substantial regional income, with MSMEs employing more than 70% of the workforce. MSMEs also contribute significantly to regional revenue (PAD) in 2023, amounting to IDR 4.6 trillion or about 50% (Iswan, 2023).

In South Tangerang City, the fashion business sector is thriving, albeit facing increasingly complex competition. To maintain their existence, companies must achieve excellent marketing performance. However, fashion MSMEs in

South Tangerang experience fluctuations, with monthly sales showing inconsistent trends. This highlights the need for MSME players to understand market orientation and product innovation to address these challenges effectively.

## THEORETICAL REVIEW

### *Market Orientation*

Ismail (2023) defines market orientation as a strategic orientation characterized by attitudes and activities focused on customers, inter-organizational coordination, and profitability. Market orientation comprises three dimensions: Customer Orientation: Encompasses all activities contributing to an organization's understanding of target customer needs and tastes, making it possible to create goods and services that satisfy these needs. Competitor Orientation: Reflects an understanding of the strengths and weaknesses of current and potential competitors, as well as the ability to respond to competitors' strategies. Inter-Functional Coordination: Refers to the level of coordination between different functions within a business and the dissemination of information among them.

### *Product Innovation*

Sari & Farida (2020) explain that product innovation has the potential to spark creativity and imagination, ultimately leading to customer creation. Innovation supports improved marketing performance through indicators such as changes in design, distribution systems, sales systems, and payment methods. Innovation in business enables companies to compete and adapt to difficulties that arise when an organization's culture embraces creativity. The indicators for measuring product innovation in this study include: Innovation Culture: Represents the company's cultural commitment to consistently creating new products with added value and advantages over similar products. Technical Innovation: Involves innovations in company processes for generating products, often driven by market needs or new capabilities. Service Innovation: Represents breakthroughs or significant improvements in business practices, offering direct or indirect benefits to society.

### *Marketing Performance*

Correia, Teixeira, & Dias (2022) define marketing performance as an evaluation of achievements in overall marketing activities, reflecting a business's success in competing amid growing challenges. Dimensions for measuring marketing performance include: Sales Volume: The quantity of products sold and the increase in product demand over a specific period. Customer Growth: The increase in users of a product's benefits within a particular time frame. Profitability: The increase in profit levels derived from product sales within a certain period.

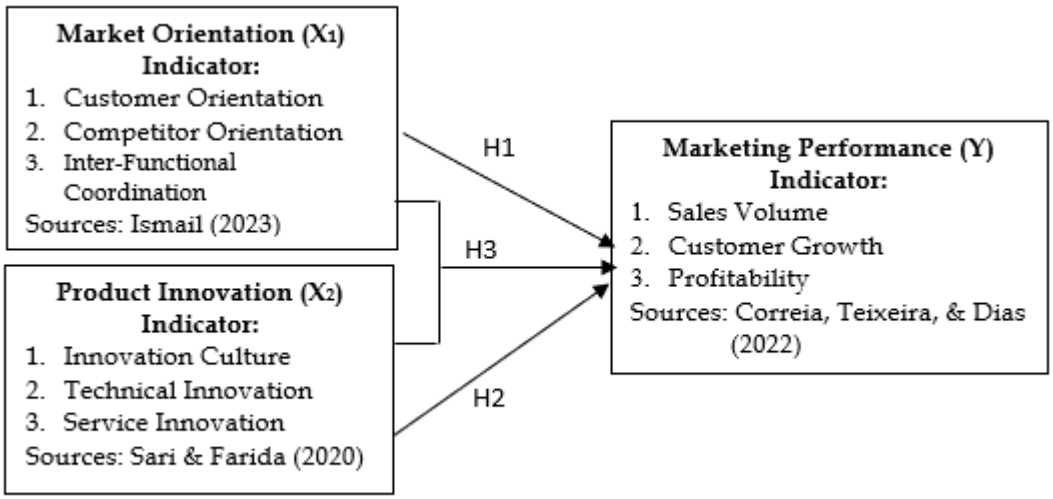


Figure 1. Conceptual Framework

***Hypotheses***

1. $H0_1$ $\rho = 0$ The marketing performance of fashion MSMEs in South Tangerang City is thought to be unaffected by market orientation..
2. $Ha_1$ $\rho \neq 0$ The marketing performance of fashion MSMEs in South Tangerang City is said to be impacted by market orientation..
3. $H0_2$ $\rho = 0$ Product innovation is thought to have no bearing on South Tangerang City's fashion MSMEs' marketing results..
4. $Ha_2$ $\rho \neq 0$ It is hypothesized that product innovation has an effect on the marketing performance of fashion MSMEs in South Tangerang City.
5. $H0_3$ $\rho = 0$ According to the hypothesis, the marketing performance of fashion MSMEs in South Tangerang City is unaffected by both market orientation and product innovation..
6. $Ha_3$ $\rho \neq 0$ It is hypothesized that market orientation and product innovation together have an effect on the marketing performance of fashion MSMEs in South Tangerang City.

## METHODOLOGY

This study uses a descriptive quantitative methodology. The usage of descriptive quantitative research is due to the object of study involves numerical data collected from Likert scale measurements (Sugiyono, 2017:13). The chosen methodology is associative, aiming to identify the relationships or effects between variables (Sugiyono, 2017:44). The study focuses on marketing performance among fashion MSMEs in South Tangerang City.

The population includes all fashion MSMEs in South Tangerang City, defined as all individuals, events, or items of interest that meet specific criteria set by the researcher (Sugiyono, 2017:148). The study's sample consists of registered and licensed fashion MSMEs in South Tangerang City, ensuring representativeness.

Data collection was conducted through questionnaires distributed to 112 fashion MSMEs in South Tangerang City. These were located across several

districts: Ciputat (24), East Ciputat (18), Pamulang (19), Pondok Aren (21), Setu (3), Serpong (22), and North Serpong (5).

When the researcher is aware of the variables being measured and can predict the responses from the respondents, questionnaires are an effective method for gathering data. (Sugiyono, 2017).

## RESULTS AND DISCUSSION

### *Instrument Testing*

### Validity Test

**Tabel 1**
**Variable Validity Test Results**

| Statement | $r_{count}$ | $r_{tabel}$ | Decision |
|---|---|---|---|
| **Market Orientation** | | | |
| P1 | 0,891 | 0,185 | Valid |
| P2 | 0,957 | 0,185 | Valid |
| P3 | 0,927 | 0,185 | Valid |
| P4 | 0,948 | 0,185 | Valid |
| P5 | 0,937 | 0,185 | Valid |
| P6 | 0,922 | 0,185 | Valid |
| P7 | 0,940 | 0,185 | Valid |
| P8 | 0,891 | 0,185 | Valid |
| P9 | 0,901 | 0,185 | Valid |
| P10 | 0,807 | 0,185 | Valid |
| **Product Innovation** | | | |
| P1 | 0,835 | 0,185 | Valid |
| P2 | 0,862 | 0,185 | Valid |
| P3 | 0,889 | 0,185 | Valid |
| P4 | 0,894 | 0,185 | Valid |
| P5 | 0,939 | 0,185 | Valid |
| P6 | 0,793 | 0,185 | Valid |
| P7 | 0,926 | 0,185 | Valid |
| P8 | 0,872 | 0,185 | Valid |
| P9 | 0,900 | 0,185 | Valid |
| P10 | 0,906 | 0,185 | Valid |
| **Marketing Performance** | | | |
| P1 | 0,931 | 0,185 | Valid |
| P2 | 0,927 | 0,185 | Valid |
| P3 | 0,930 | 0,185 | Valid |
| P4 | 0,401 | 0,185 | Valid |
| P5 | 0,380 | 0,185 | Valid |
| P6 | 0,187 | 0,185 | Valid |
| P7 | 0,507 | 0,185 | Valid |
| P8 | 0,365 | 0,185 | Valid |
| P9 | 0,924 | 0,185 | Valid |
| P10 | 0,735 | 0,185 | Valid |

Source: Data processed with SPSS (2024)

Based on the validity test results, all statement items show $r_{count} > r_{table}$ (0.185), indicating that all items are valid. Therefore, no statement items were removed, and all of them meet the validity assumptions for further testing.

**Reliability Test**

**Tabel 2**
**Reliability Test Results**

| No | Variabel | *Cronbach Alpha* | Decision |
|---|---|---|---|
| 1 | Market Orientation ($X_1$) | 0,977 | Reliable |
| 2 | Product Innovation ($X_2$) | 0,968 | Reliable |
| 3 | Marketing Performance (Y) | 0,864 | Reliable |

Source: Data processed with SPSS (2024)

Every variable, including market orientation, product innovation, and marketing effectiveness, has Cronbach's Alpha, according to the reliability test results. values > 0.70, confirming their reliability.

**Regression Analysis**

**Tabel 3**
**Simple Linear Regression for Market Orientation (X1) on Marketing Performance (Y)**
**Coefficients[a]**

| Model | | Unstandardized Coefficients B | Unstandardized Coefficients Std. Error | Standardized Coefficients Beta | t | Sig. |
|---|---|---|---|---|---|---|
| 1 | (Constant) | 23,735 | ,875 | | 27,134 | ,000 |
| | Market Orientation | ,422 | ,023 | ,868 | 18,357 | ,000 |

a. Dependent Variable: Marketing Performance
Source: Data processed with SPSS (2024)

The following is the simple linear regression equation that may be derived from the computation results:: Y = 23.735 + 0.422X. The constant value (a) of 23.735 indicates that when Market Orientation (X1) is zero or does not increase, the Marketing Performance (Y) will remain at 23.735. The regression coefficient (b) of 0.422 (positive) demonstrates a direct relationship, meaning that for every one-unit increase in Market Orientation, the Marketing Performance will increase by 0.422 units.

**Tabel 4**
**Simple Linear Regression for Product Innovation (X2) on Marketing Performance (Y)**
**Coefficients[a]**

| Model | | Unstandardized Coefficients B | Unstandardized Coefficients Std. Error | Standardized Coefficients Beta | t | Sig. |
|---|---|---|---|---|---|---|
| 1 | (Constant) | 23,272 | 1,286 | | 18,101 | ,000 |
| | Product Innovation | ,434 | ,034 | ,769 | 12,619 | ,000 |

a. Dependent Variable: Marketing Performance
Source: Data processed with SPSS (2024)

Based on the calculation results, the simple linear regression equation can be obtained as follows: Y = 23.272 + 0.434X. The constant value (a) of 23.272 indicates that when Product Innovation (X2) is zero or does not increase, the Marketing Performance (Y) will remain at 23.272. The regression coefficient (b) of 0.434 (positive) demonstrates a direct relationship, meaning that for every one-

unit increase in Product Innovation, the Marketing Performance will increase by 0.434 units.

**Tabel 5**
**Multiple Linear Regression for Market Orientation (X1) and Product Innovation (X2) on Marketing Performance (Y)**
**Coefficients[a]**

| Model | | Unstandardized Coefficients B | Unstandardized Coefficients Std. Error | Standardized Coefficients Beta | t | Sig. |
|---|---|---|---|---|---|---|
| 1 | (Constant) | 22,535 | ,978 | | 23,049 | ,000 |
| | Market Orientation | ,345 | ,038 | ,709 | 9,084 | ,000 |
| | Product Innovation | ,111 | ,044 | ,197 | 2,522 | ,013 |

a. Dependent Variable: Marketing Performance
Source: Data processed with SPSS (2024)

Based on the calculations using the SPSS for Windows statistical software, the multiple linear regression equation is obtained as follows: Y = 22.535 + 0.345X1 + 0.111X2.

1. The constant value of 22.535 indicates that if Market Orientation (X1) and Product Innovation (X2) are both zero or do not increase, the Marketing Performance (Y) will remain at 22.535.
2. The regression coefficient of 0.345 for X1 (positive) indicates that if Market Orientation (X1) increases by one unit, the Marketing Performance (Y) will increase by 0.345 units, assuming Product Innovation (X2) remains constant.
3. The regression coefficient of 0.111 for X2 (positive) indicates that if Product Innovation (X2) increases by one unit, the Marketing Performance (Y) will increase by 0.111 units, assuming Market Orientation (X1) remains constant.

## Correlation Test

**Tabel 6**
**Market Orientation (X1) on Marketing Performance (Y)**
**Correlations**

| | | Marketing Performance | Market Orientation |
|---|---|---|---|
| Marketing Performance | Pearson Correlation | 1 | ,868** |
| | Sig. (2-tailed) | | ,000 |
| | N | 112 | 112 |
| Market Orientation | Pearson Correlation | ,868** | 1 |
| | Sig. (2-tailed) | ,000 | |
| | N | 112 | 112 |

**. Correlation is significant at the 0.01 level (2-tailed).
Source: Data processed with SPSS (2024)

**Tabel 7**
**Product Innovation (X2) on Marketing Performance (Y)**
**Correlations**

| | | Marketing Performance | Product Innovation |
|---|---|---|---|
| Marketing Performance | Pearson Correlation | 1 | ,769** |
| | Sig. (2-tailed) | | ,000 |
| | N | 112 | 112 |

| | | | |
|---|---|---|---|
| Product Innovation | Pearson Correlation | ,769** | 1 |
| | Sig. (2-tailed) | ,000 | |
| | N | 112 | 112 |

**. Correlation is significant at the 0.01 level (2-tailed).
Source: Data processed with SPSS (2024)

The table shows that there is a substantial association between Product Innovation and Marketing Performance, with a correlation value of 0.769.

**Tabel 8**
**Combined Effect of X1 and X2 on Y**
**Model Summary[b]**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|---|---|---|---|---|---|
| 1 | ,876[a] | ,767 | ,763 | 3,542 | 1,841 |

a. Predictors: (Constant), Product Innovation, Market Orientation
b. Dependent Variable: Marketing Performance
Source: Data processed with SPSS (2024)

The table's correlation value of 0.876 shows that there is a coupled association between product innovation and market orientation with Marketing Performance is very strong, as it is close to the value of 1.

**Determination Coefficient**

Determining how effectively the model can accommodate variations in the dependant variable is the aim of the coefficient of determination test. A low R2 value indicates that the independent variables' ability to explain changes in the dependent variable is somewhat limited**.** (Ghozali, 2016:135).

**Tabel 9**
**Coefficient of Determination (X1) on (Y)**
**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | ,868[a] | ,754 | ,752 | 3,628 |

a. Predictors: (Constant), Market Orientation
Source: Data processed with SPSS (2024)

According to the above table, the Market Orientation variable (X1) accounts for 75.4% of the Marketing Performance variable (Y), with other variables not included in this study influencing the remaining 24.6%. This is indicated by the coefficient of determination (R Square), which is 0.754.

**Tabel 10**
**Coefficient of Determination (X2) on (Y)**
**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | ,769[a] | ,591 | ,588 | 4,674 |

a. Predictors: (Constant), Product Innovation
Source: Data processed with SPSS (2024)

The Product Innovation variable (X2) contributes 59.1% to the Marketing Performance variable (Y), with the remaining 40.9% being influenced by other

variables not included in this study, according to the above table's coefficient of determination (R Square), which is 0.591.

**Tabel 11**
**Coefficient of Determination (X1) and (X2) on (Y)**
**Model Summary[b]**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|---|---|---|---|---|---|
| 1 | ,876[a] | ,767 | ,763 | 3,542 | 1,841 |

a. Predictors: (Constant), Product Innovation, Market Orientation
b. Dependent Variable: Marketing Performance
Source: Data processed with SPSS (2024)

Based on the table above, the coefficient of determination (R Square) is 0.767, which means that the Market Orientation and Product Innovation variables simultaneously contribute 76.7% to the Marketing Performance variable (Y), while the remaining 23.3% is influenced by other variables not examined in this study.

## Hypothesis Testing

*Partial t-Test*

The t-test is conducted to determine the extent of the influence of each independent variable on the dependent variable. To assess significance, a significance level of 5% (0.05) is used as the criterion, and the calculated t-value ($t_{count}$) is compared with the table t-value ($t_{table}$). The table t-value is obtained by calculating the degrees of freedom, where n = 112 – 2 = 110. Referring to the t-distribution table, the $t_{table}$ value is 1.981.

**Tabel 12**
**Partial t-Test (X1) on (Y)**
**Coefficients[a]**

| Model | | Unstandardized Coefficients B | Unstandardized Coefficients Std. Error | Standardized Coefficients Beta | t | Sig. |
|---|---|---|---|---|---|---|
| 1 | (Constant) | 23,735 | ,875 | | 27,134 | ,000 |
| | Market Orientation | ,422 | ,023 | ,868 | 18,357 | ,000 |

a. Dependent Variable: Marketing Performance
Source: Data processed with SPSS (2024)

Based on Table 4.26, it can be seen that the t-value ($t_{count}$) is 18.357, which is greater than the table t-value ($t_{table}$) of 1.981, with a significance level of 0.000 < 0.05. Therefore, H0 is rejected and Ha is accepted, indicating that Market Orientation has a positive and significant effect on Marketing Performance in fashion SMEs in South Tangerang City.

**Tabel 13**
**Partial t-Test (X2) on (Y)**
**Coefficients[a]**

| Model | | Unstandardized Coefficients B | Unstandardized Coefficients Std. Error | Standardized Coefficients Beta | t | Sig. |
|---|---|---|---|---|---|---|
| 1 | (Constant) | 23,272 | 1,286 | | 18,101 | ,000 |

| | | | | | | |
|---|---|---|---|---|---|---|
| | Product Innovation | ,434 | ,034 | ,769 | 12,619 | ,000 |

a. Dependent Variable: Marketing Performance
Source: Data processed with SPSS (2024)

Based on Table 19, it can be seen that the t-value (tcount) is 12.619, which is greater than the table t-value (ttable) of 1.981, 0.000 < 0.05 is the significance level. As a result, Ha is approved and H0 is refused, suggesting that Product Innovation significantly and favorably affects Marketing Performance in South Tangerang City's fashion SMEs.

**Simultaneous F-Test**

The overall test is used to determine whether there is a simultaneous influence of the independent variables on the dependent variable.

**Tabel 14**
**Simultaneous F-Test Results**

**ANOVA[a]**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 4514,289 | 2 | 2257,144 | 179,885 | ,000[b] |
| | Residual | 1367,702 | 109 | 12,548 | | |
| | Total | 5881,991 | 111 | | | |

a. Dependent Variable: Marketing Performance
b. Predictors: (Constant), Product Innovation, Market Orientation
Source: Data processed with SPSS (2024)

With a significance level of 0.000 < 0.05, the table's F-value (Fcount) is 179.885, higher than the table's F-value (Ftable) of 3.93. Thus, Market Orientation and Product Innovation both have a favorable and significant impact on Marketing Performance in South Tangerang City's fashion SMEs, as seen by the rejection of H0 and acceptance of Ha.

## CONCLUSIONS

The study's findings allow for the drawing of the following conclusions:

1. 1. In South Tangerang City, fashion SMEs' marketing performance is positively and significantly impacted by market orientation. With a correlation value of 0.868 (extremely strong), a coefficient of determination of 75.4%, and a t-value of 18.357 > 1.981 at a significance level of 0.000 < 0.05, the straightforward linear regression equation Y=23.735 + 0.422X provides evidence for this.
2. In South Tangerang City, fashion SMEs' marketing performance is positively and significantly impacted by product innovation. This is demonstrated by the straightforward linear regression equation Y=23.272+0.434X, which has a t-value of 12.619 > 1.981 at a significance level of 0.000 < 0.05, a correlation value of 0.769 (high), and a coefficient of determination of 59.1%..
3. Concurrently, marketing performance in South Tangerang City's fashion SMEs is positively and significantly impacted by both market orientation and product innovation. With a correlation value of 0.876 (extremely strong), a coefficient of determination of 76.7%, and an F-value of 179.885 >

3.93 at a significance level of 0.000 < 0.05, the multiple linear regression equation Y=22.535 + 0.345X1 + 0.111X2 provides evidence for this.

## RECOMMENDATIONS

Based on the results of the study, the following recommendations are proposed:

1. Market Orientation: Based on the questionnaire results, the lowest average score for the Market Orientation variable is customer orientation, with a value of 3.38. Therefore, fashion SMEs in South Tangerang City should enhance their customer orientation, which is currently perceived as suboptimal. Efforts to increase customer satisfaction are essential to encourage repeat purchases, generate customer recommendations, and build customer loyalty so that customers continue using the company's products or services.
2. Product Innovation: The questionnaire results indicate that the technical innovation indicator has the lowest average score, with a value of 3.48. Therefore, fashion SMEs in South Tangerang City need to innovate in their production processes. For example, updating product designs to follow current trends can help produce items that align with customer preferences. Additionally, companies should foster creativity and improve their ability to generate and develop new fashion product ideas.
3. Marketing Performance: The questionnaire results show that the customer growth indicator has the lowest average score, with a value of 3.62. To address this, fashion SMEs in South Tangerang City should focus on providing excellent service, ensuring product quality, and implementing optimal promotional strategies to increase customer growth.

## FURTHER STUDY

More research is encouraged to examine this field in greater detail, resolving any potential limitations and expanding the breadth of analysis in order to offer deeper insights and broader applicability.

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