

# Interaction Between Market Orientation and Marketing Performance Through Dynamic Marketing Capabilities

Dicky Dwi Hartanto<sup>1</sup>, Meutia Meutia<sup>2</sup>, Liza Mumtazah Damarwulan<sup>3</sup>

<sup>1,2,3</sup> Universitas Sultan Ageng Tirtayasa, Indonesia

[7776200019@untirta.ac.id](mailto:7776200019@untirta.ac.id), [tia\\_almer@yahoo.co.id](mailto:tia_almer@yahoo.co.id), [lizamd@untirta.ac.id](mailto:lizamd@untirta.ac.id)

## Abstract

*Indonesian handicrafts are one of the prides of Indonesia, because since 2015 handicrafts have been listed as one of the three sub-sectors that contribute to the GDP of the largest creative economy in Indonesia. Based on data from the Office of Cooperatives and Small and Medium Enterprises of Banten Province, there was a decline in the pottery business including, a decrease in income of 36% (thirty six percent) for the last 3 years (2019-2021). Therefore, pottery business actors need the ability to facing the market changes such as market orientation, to meet consumer needs that have a positive impact on marketing performance. The main problem in this study is how to improve the marketing performance of pottery business actors through market orientation and the purpose of this study is to analyze the role of market orientation variables with intervening variables, including dynamic marketing capabilities and market entry speed, in improving marketing performance. This research used quantitative methods with 83 pottery business actors in Banten Province as the object of research with sampling technique uses non probability sampling (purposive sampling) and using SEM PLS to analyze the data. Finding: This research proves that Market Orientation affects Dynamic Marketing Capabilities and Market Entry Speed on marketing performance. In this study it was found: 1) Market Orientation has a negative effect on Marketing Performance 2) Dynamic Marketing Capability and Market Entry Speed have a positive effect on Marketing Performance 3) Dynamic Marketing Capability and Market Entry Speed mediate Market Orientation on Marketing Performance This research proves that Market Orientation has a negative effect on Marketing Performance and prove that Dynamic Marketing Capabilities and Market Entry Speed mediate Market Orientation on Marketing Performance*

## Keywords

market orientation;  
dynamic marketing  
capabilities; market entry  
speed



## I. Introduction

The handicraft business of local products can be referred to as a form of distinctive/unique craft business to preserve regional culture by producing products of cultural value in Indonesia (Pratono & Mahmood, 2015) One of the provinces in Indonesia that has local handicrafts is Banten Province with Bumijaya pottery products. Bumijaya pottery is widely known for its strength. Another uniqueness of Bumijaya pottery is that it maintains a classic feel even though the types are made according to needs. Based on data from the Office of Cooperatives and Small and Medium Enterprises of Banten Province, there was a decline in the pottery business including, a decrease in income by 36% (thirty six percent) for the last 3 years (2019-2021), as well as a decrease in product sales volume which is a parameter of performance marketing (Kristinae et al., 2020).

Marketing performance is seen as important as a measure of the market performance of a product that is carried out with policies and quick actions in responding to changes in the uncertain business environment in small and medium scale businesses in Indonesia ((Nahan et al., 2019). Research conducted by Puspaningrum, 2020 and Kristinae et al., 2020 revealed that market orientation has a positive effect on marketing performance. Meanwhile, Winarso et al., 2020; Harjadi & Gunawan, 2021 and de Toni et al., 2021 revealed that market orientation has no effect on marketing performance.

In this regard, business actors need the ability to deal with market changes such as market orientation, to meet consumer needs that have a positive impact on business performance (Christa et al., 2020). In a study conducted by Kristinae et al., 2020 explained that the dynamic marketing capabilities possessed by market-oriented business actors can improve marketing performance. Dynamic marketing capabilities must be oriented to customer needs (Wong & Tong, 2012). In other words, in case the product being promoted is already oriented to market needs, it is expected that the product will rapidly enter the market and be acknowledged by customers. The past research, has shown that numerous variable can increment products to enter the market, such as new technologies used (Neirotti et al., 2018), product innovations undertaken (Presutti et al., 2020), enter the market faster than competitors (Flor & Moritzen, 2020), quickly gain access to enter the market ((Damarwulan et al., 2018)) and readiness for support from other management teams (Cenamor et al., 2017) which is considered as a parameter to increase the speed of the product entering the market.

## **II. Review of Literature**

### **2.1 Resource-Based View Theory**

The concept of resource-based view (RBV) has an important role as a business strategy in the marketing field. In RBV theory, business strategy optimizes resources as a company's strength through opportunities that exist in the business environment with effective and efficient resources ((Peridawaty et al., 2021)). According to the RBV theory, resources have to be managed effectively and efficiently so that the business can grow up sustainable ((Nuryakin, 2018)). Some of these resources are categorized as expertise from entrepreneurial orientation and market orientation ability ((Gellynck et al., 2012)). In generally, the RBV states that the resources of a company's sustainable advantage are resources that are valuable, rare, cannot be imitated and have no substitutes in products ((Semrau et al., 2016)).

### **2.2 Market Orientation**

Market Orientation is defined as market intelligence where the process of creating and offering customer-oriented value has the opportunity to improve marketing performance ((Nuryakin, 2018)). Market orientation has an important role to increase the company's marketing capabilities because it is able to survive dynamically in an ever-changing business environment (*Qureshi & Kratzer, 2011*). Research conducted by Kristinae et al., (2020) states that market orientation through inter-functional relationships can improve the marketing performance of handicraft businesses. Damarwulan et al., (2018) stated that close relationships and business networks have a positive effect on the speed of entering the market. In this study, Market Orientation consists of customer orientation, competitor orientation and Inter-functional coordination (Kristinae et al., 2020; Puspaningrum, 2020)

### 2.3 Dynamic Marketing Capabilities

Kachouie et al., (2018) explained that the expertise of business people in identifying opportunities and markets to increase business sales or income can be done with the encouragement of marketing capabilities. The expertise of business actors in dynamic marketing capabilities plays a very important role in increasing revenue, number of customers and number of sales (Qureshi et al., 2017; Sok et al., 2017). In dynamic marketing capability, it is explained that to improve marketing performance in marketing its products, it must be able to synergize with the business environment (Kristinae et al., 2020). Marketing capabilities become organizational needs with indicators such as pricing, distribution channels, business communication, marketing planning management, and product development (Martin et al., 2017; Luiz dos Santos & Vieira Marinho, 2018). Meanwhile, in this study, Dynamic Marketing Capabilities consist are distribution channel capabilities, new product development capabilities, pricing capabilities and sales management capabilities (Kristinae et al., 2020).

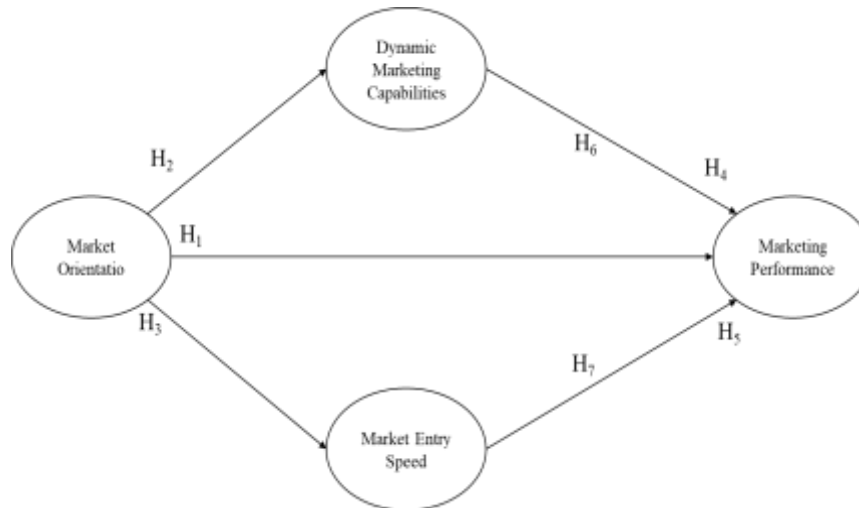
### 2.4 Market Entry Speed

Market entry speed describes how quickly an idea moves from a concept to being commercialized or traded for the first time or introduced into the market (Chen et al., 2005). Market entry speed is very important as a strategy in determining the time to enter the market ahead of competitors so that the business can grow sustainably (Vassolo et al., 2017). There are many factors that can increase a product's entry into the market, for example new technologies used (Neirotti et al., 2018), product innovations made (Presutti et al., 2020), accelerating adjustments to market needs and trends (Trivedi et al., 2018), entering the market faster than competitors (Flor & Moritzen, 2020), faster in gaining access to enter the market (Damarwulan et al., 2018) as well as the readiness of support from other management teams (Cenamor et al., 2017) which are considered as a parameter to increase the speed of products entering the market. The indicators of the speed of entering the market in this study are faster than competitors, fast in gaining market access and speed of product launch. Damarwulan et al., (2018) Muna et al., (2022); Stanko et al., (2012)

### 2.5 Marketing Performance

Marketing performance is the concept of measuring business performance from a series of marketing activities, such as promotion, innovation, and distribution channels of a product (Fitriani & Ferdinand, 2015). Marketing performance can be explained as the output of activities in business with good market orientation information and can be applied in marketing capabilities to increase revenue and sales volume (Kajalo & Lindblom, 2015). Thus, the parameter that should be used is a measure based on an activity based measure or the market orientation ability of business people (Hendar et al., 2017). Previous research conducted by Kuncoro et al., (2021) used marketing performance indicators such as sales growth, profits and market share. Puspaningrum, (2020) uses three marketing performance indicators including the success of new products, sales growth and monthly profits while marketing performance in this study consists of four indicators such as increased revenue, increased customers, increased product sales and market reach (Handoyo, 2015; Kristinae et al., 2020; Kuncoro et al., 2021; Puspaningrum, 2020)

The research model is. The following is the research model:



**Figure 1. Research Model**  
Source: Primary data processed, 2022

The hypothesis in this study is as follows:

- H<sub>1</sub> : Market Orientation has positive effects on Marketing Performance
- H<sub>2</sub> : Market Orientation has positive effects on Dynamic Marketing Capabilities
- H<sub>3</sub> : Market Orientation has positive effects on Market Entry Speed
- H<sub>4</sub> : Dynamic Marketing Capabilities has positive effects on Marketing Performance
- H<sub>5</sub> : Market Entry Speed has positive effects on Marketing Performance
- H<sub>6</sub> : Market Orientation affects Marketing Performance through Dynamic Marketing Capabilities
- H<sub>7</sub> : Market Orientation affects Marketing Performance through Market Entry Speed

### III. Research Methods

This study is a quantitative study to seek an explanation in the form of a cause-effect relationship between several variables consist of market orientation, dynamic marketing capabilities, market entry speed and marketing performance. Respondents in this study were pottery craftsmen in Desa Bumijaya, totaling 83 people spread over 3 areas, namely Kampung Kosambi, Kampung Dukuh and Kampung Bumijaya. In this study, data was collected by literature study, distributing questionnaires and observations. The questionnaire data is processed by Structural Equation Modeling (SEM) analysis method using the smart PLS / PLS software.

## IV. Results and Discussion

The following is the respondent profile shown in Table 1.

**Table 1.** Profile of Respondent

No.	Characteristic	Frequency	Percentage (%)
1.	<b>Position</b>		
	- Owner	27	32,53
	- Manager	5	6,02
	- Owner + Manager	51	61,45
2.	<b>Gender</b>		
	- Male	61	73,49
	- Female	22	26,51
3.	<b>Age</b>		
	- 21 - 36 year old	3	3,61
	- 37 - 51 year old	45	54,22
	- 52 - 66 year old	35	42,17
4.	<b>Education</b>		
	- Elementary School	0	0,00
	- Junior High School	24	28,92
	- Senior High School	59	71,08
	- Bachelor	0	0,00
	- Master and higher	0	0,00
5.	<b>Experience</b>		
	- 5 - 15 year	8	9,64
	- 16 - 30 year	54	65,06
	- 31 - 45 year	21	25,3

Source: Primary data processed, 2022

### 4.1 Outer Model

The outer model test is carried out to determine the quality of the data to be processed by considering the values of Convergent Validity, Discriminant Validity, and evaluating Reliability and Average Variance Extracted (AVE).

**Table 2.** Result of Outer Model Test

Variable	Indicator	Mean	Outer Loading	Cronbach Alpha	Composite Reliability	AVE	Result
Market Orientation	MO_1	8.65	0.901	0.836	0.902	0.756	Reliable
	MO_2	8.29	0.788				
	MO_3	8.82	0.914				
Dynamic Marketing Capabilities	DMC_1	8.45	0.764	0.797	0.867	0.621	Reliable
	DMC_2	8.06	0.851				
	DMC_3	8.42	0.764				
	DMC_4	8.16	0.769				
Market Entry Speed	MES_1	8.19	0.805	0.91	0.944	0.85	Reliable
	MES_2	7.96	0.974				
	MES_3	7.99	0.977				

Variable	Indicator	Mean	Outer Loading	Cronbach Alpha	Composite Reliability	AVE	Result
Marketing Performance	MP_1	7.92	0.874	0.927	0.948	0.819	Reliable
	MP_2	7.37	0.914				
	MP_3	7.82	0.916				
	MP_4	7.36	0.915				

Source: Primary data processed, 2022

#### 4.2 Inner Model

**Table 3.** Score of R Square

Variable	R Square	R Square Adjusted
Dynamic Marketing Capabilities	0.26	0.251
Market Entry Speed	0.205	0.195
Marketing Performance	0.6	0.585

Source: Primary data processed, 2022

In the R-square measurement, there are 3 assessment categories, namely strong (0.75), moderate (0.50) and weak (0.25) (Hair et al., 2014). So it can be concluded that the R-square value of the Dynamic Marketing Capability variable is included in the weak category, the Market Entry Speed variable is included in the weak category and the Marketing Performance variable is included in the medium category.

#### 4.3 Statistical Model Analysis

The results of hypothesis testing are presented in the table below

**Table 4.** Hypothesis Testing Result Direct and Indirect Effect

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-statistics ( O/STDEV )	P Values
<b>Direct Effect</b>					
H1 Market Orientation -> Marketing Performance	-0.263	-0.275	0.099	2.647	0.008
H2 Dynamic Marketing Capabilities	0.51	0.522	0.072	7.135	0.000
H3 Market Orientation -> Market Entry Speed	0.452	0.472	0.071	6.354	0.000
H4 Dynamic Marketing Capabilities -> Marketing Performance	0.661	0.68	0.091	7.245	0.000
H5 Market Entry Speed -> Marketing Performance	0.298	0.287	0.111	2.675	0.008
<b>Indirect Effect</b>					
H6 Market Orientation -> Dynamic Marketing Capabilities -> Marketing Performance	0.337	0.355	0.069	4.891	0.000



Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-statistics ( O/STDEV )	P Values
Marketing Performance Market Orientation -> H7 Market Entry Speed -> Marketing Performance	0.135	0.135	0.055	2.435	0.015

Source: Primary data processed, 2022

#### 4.4 Discussion

Based on table 3, it can be seen the direct and indirect effect of the variables of market orientation, dynamic marketing capabilities and market entry speed on marketing performance

- H1 : Based on the results of the bootstrapping test, the effect of market orientation on marketing performance has a t-statistic value of 2.647 > from t-table (1.960) and P values of 0.008 < sig (0.05). Thus, it can be concluded that the first hypothesis is unacceptable which states that market orientation has a negative and significant effect on marketing performance. The results of this study are in line with research conducted by Rahman et al., (2021) and Amin et al., (2019) which state that market orientation has a significant and negative effect on marketing performance. This gives an indication that the market orientation carried out by the pottery craftsmen in Desa Bumijaya cannot help improve marketing performance
- H2 : Based on the results of the bootstrapping test of the effect of market orientation on dynamic marketing capability, the t-statistic value is 7.135 > from t-table (1.960) and P values 0.000 < sig (0.05). Thus, it can be concluded that the second hypothesis is accepted which states that market orientation has a positive and significant effect on dynamic marketing capabilities. The better the market orientation, the higher the dynamic marketing capabilities. The results of this study support the results of previous research conducted by *Bicen & Hunt, (2012); Kajalo & Lindblom, (2015); Lekmat et al., (2018); Li et al., (2018); Nuryakin, (2018)* state that market orientation is a parameter to encourage dynamic marketing capabilities or the better the Market Orientation, the higher the Dynamic Marketing Capability.
- H3 : Based on the results of the bootstrapping test of the effect of market orientation on the speed of entering the market, the t-statistic value is 6.354 > from the t-table (1.960) and P values 0.000 < sig (0.05). Thus it can be concluded that the third hypothesis is accepted which states that market orientation has a positive and significant effect on the speed of entering the market. The better the market orientation, the higher the speed of entering the market. The results of this study are in line with the results of previous studies conducted by *Chen et al., (2005); Handoyo, (2015); Rodríguez-Pinto et al., (2011); Udriyah et al., (2019); Zhou et al., (2009)* which state that market orientation affects the market entry speed of product in market competing
- H4 : Based on the bootstrapping test results, the effect of dynamic marketing capability on marketing performance is obtained by the t-statistic value of 7.245 > from t-table (1.960) and P values 0.000 < sig (0.05). Thus, it can be concluded that the fourth hypothesis is accepted which states that dynamic marketing capabilities have a positive and significant effect on marketing performance. The higher the dynamic marketing capability, the higher the marketing performance. The results of this study support the results of previous research conducted by *Kachouie et al., (2018); Kristinae et al., (2020); M. S. Qureshi et al., (2017); Sok et al., (2017)* which states

that Dynamic Marketing Capabilities have a positive effect on Marketing Performance.

- H5 : Based on the results of the bootstrapping test, the effect of market entry speed on marketing performance obtained a t-statistic value of  $2.675 >$  from t-table (1.960) and P values of  $0.008 < \text{sig} (0.05)$ . Thus, it can be concluded that the fifth hypothesis is accepted which states that the speed of entering the market has a positive and significant effect on marketing performance. The higher the speed of entering the market, the higher the marketing performance. The results of this study are in line with the results of previous studies conducted by Damarwulan et al., (2018); Flor & Moritzen, (2020); Presutti et al., (2020) which states that the market entry speed has a positive effect and significant on marketing performance.
- H6 : The variable of dynamic marketing capabilities mediates the effect of market orientation on marketing performance, this can be seen from the indirect effect test where the t-statistic value of 4.891 is greater than the t-table value at alpha 5% of 1.96, and the p value of 0.000 which smaller than 0.05
- H7 : The variable of market entry speed mediates the effect of market orientation on marketing performance, this can be seen from the indirect effect test where the t-statistic value of 2.435 is greater than the t-table value at alpha 5% of 1.96, and the p value of 0.015 which smaller than 0.05

## V. Conclusion

The conclusion in this study is market orientation has a negative impact on marketing performance in the pottery business. The results of this study are in line with the research conducted by Rahman et al., 2021 and Amin et al., 2019 which state that market orientation has a negative and significant effect on marketing performance. This result explains that market orientation is not the right strategy for the pottery business of Desa Bumijaya as an effort to improve and increase marketing performance. The other result of this study is prove that dynamic marketing capabilities and market entry speed have a positive and significant impact on the marketing performance of the pottery business. Furthermore, this study proves that dynamic marketing capabilities and market entry speed mediate market orientation on the marketing performance of the pottery business. For further research, it is necessary to add variables and indicators that have not been used in this study, then increase the number of respondents in the research of pottery craftsmen throughout Banten Province.

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