

DOI: <https://doi.org/10.38035/dijefa.v5i4>

Received: 04 August 2024, Revised: 12 August 2024, Publish: 08 September 2024

<https://creativecommons.org/licenses/by/4.0/>

## The Effect of Customer Orientation on Marketing Performance Through Product Innovation as a Mediating Variable

Maya Alipia<sup>1\*</sup>, R Deni Muhammad Danial<sup>2</sup>, Sopyan Saori<sup>3</sup>

<sup>1</sup> Universitas Muhammadiyah Sukabumi, Indonesia, [yayaalipia7@gmail.com](mailto:yayaalipia7@gmail.com)

<sup>2</sup> Universitas Muhammadiyah Sukabumi, Indonesia, [rdmdanial043@ummi.ac.id](mailto:rdmdanial043@ummi.ac.id)

<sup>3</sup> Universitas Muhammadiyah Sukabumi, Indonesia, [sopyansaori@ummi.ac.id](mailto:sopyansaori@ummi.ac.id)

\*Corresponding Author: [yayaalipia7@gmail.com](mailto:yayaalipia7@gmail.com)

**Abstract:** Marketing performance in culinary MSMEs in Sukabumi City is suspected to be caused by low product innovation and customer orientation. The purpose of this study was to analyze the effect of customer orientation on marketing performance with product innovation as a mediating variable. This study used quantitative method with descriptive causal approach. The study population was culinary MSMEs in Sukabumi City registered at the cooperative office, with a sample of 135 MSMEs randomly selected through probability sampling technique. Data collection was conducted through observation, questionnaires, and literature study, and data analysis using Structural Equation Modeling (SEM) method with the help of AMOS software. The results showed that customer orientation has a significant positive effect on product innovation (C.R. = 5.551,  $p < 0.05$ ), and customer orientation has a significant positive effect on marketing performance (C.R. = 4.517,  $p < 0.05$ ). However, product innovation has no significant effect on marketing performance (C.R. = 0.984,  $p > 0.05$ ). Product innovation partially mediates the relationship between customer orientation and marketing performance (Z value = 3.168 > 1.978). In conclusion, customer orientation is important to improve marketing performance, although product innovation is not the dominant mediating factor.

**Keywords:** Customer Orientation, Marketing Performance, Product Innovation

### INTRODUCTION

MSMEs are businesses run by individuals or business entities that are not incorporated in the structure of subsidiaries or branches of companies related to medium or large businesses, and meet the criteria as small businesses in accordance with the provisions in the law (Al Farisi & Iqbal Fasa, 2022) MSMEs play an important role in the Indonesian economy because every year there is an increase which has a positive impact on the Indonesian economy based on labor.

**Table 1. Number of MSMEs in the 2020-2022 period**

Indicator	2020	2021	2022
MSME	64,194,057	65,465,497	65,465,500
MSME Labor	116,978,631	119,562,850	119,562,870

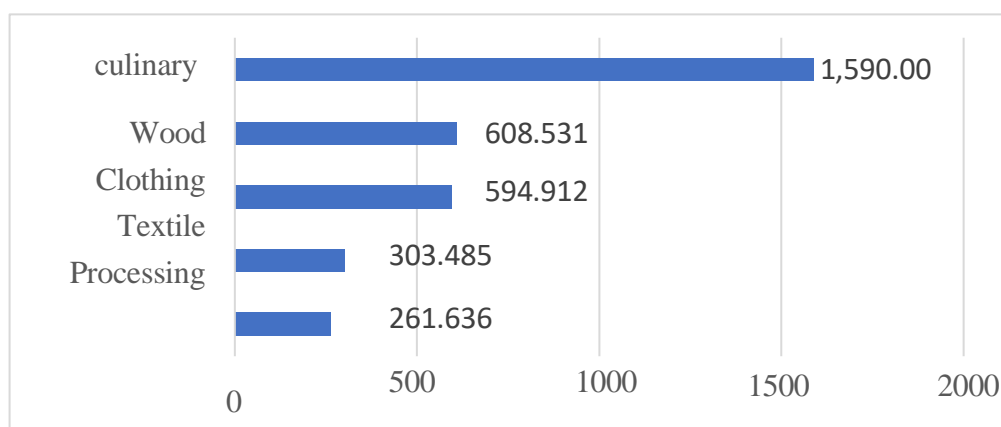
Source: Central Bureau of Statistics (BPS), 2023

Based on Table 1, in 2021 the number of workers that can be absorbed by micro-scale businesses reaches 119,562,870 people. This number continues to increase because this sector is often referred to as the safety valve of the Indonesian economy because it is able to survive during the economic crisis that hit the Indonesian economy, and is even able to absorb a lot of labor. In addition to helping absorb labor, Micro and Small Enterprises have made a significant contribution to Indonesia's GDP. The contribution of micro enterprises to GDP is much greater than that of small enterprises, although the average growth is still low.

According to (Sarfiah et al., 2019) MSMEs are dominant in every economic sector and have an important and strategic role in the national economy. The large potential of MSMEs in employment with a dominant contribution to GDP makes MSMEs an ideal business. Recorded 45% of total employment and contributing up to 33% to GDP in developing countries, MSMEs have contributed to the economy (Diana, 2022).

SME development in Indonesia is one of the priorities in national economic development. One of the SME opportunities that are in great demand by the Indonesian people is the culinary business. Culinary business is a business that is classified as not easy because it requires a lot of innovation and creativity in its development so that the right strategy is needed. The strategy plays an important role in the sustainability of culinary SMEs (Deanova et al., 2023).

The creative economy industry in Indonesia is divided into 17 subsectors, one of which is the culinary industry. The culinary industry in Indonesia in recent years has experienced considerable development. The culinary industry is one of the largest contributors to Gross Domestic Product (GDP) in the creative economy industry.


**Image 1. Five business sectors with the highest number of micro and small industries in Indonesia (2022)**

Source: Central Bureau of Statistics (BPS), 2023

Based on Figure 1, the majority of Indonesia's micro and small-scale industries (IMK) are engaged in the food sector. According to data from the Central Statistics Agency (BPS), the number of IMK in the food sector reached 1.59 million business units in 2022. The proportion of IMK in the food sector reached 36% of all national IMK, which totaled 4.21 million business units. The culinary industry subsector contributed around 41% of the total GDP of the creative economy industry of IDR 1,134.9 trillion, which means that the culinary industry contributed IDR 454.44 trillion according to the Ministry of Tourism and Creative Economy of the Republic of Indonesia, 2021.

One of the important factors in the growth of the creative industry in Indonesia is the

culinary industry. in Indonesia itself, the culinary industry has considerable potential in improving people's welfare and also has the potential to increase the creative economy industry (Ananda, Susilowati 2019). With the entry of the culinary industry as a subsector in the creative industry, it will certainly affect the culinary industry players where it is expected to provide added value to the products obtained through the creativity of culinary industry players in managing their products (Saeni et al., 2023).

Sukabumi City is one of the cities that is making efforts to improve the economy, especially in the creative economy sector, which at any time the number of entrepreneurs continues to experience growth through the food industry MSMEs. The characteristics of the food served by each business actor have different management, these differences are adjusted to the needs of each business actor's MSMEs seen according to their development. Food MSMEs always find new innovations to be able to maintain the quality offered, namely by always innovating both in the production process and in the form of promotion, where this is closely related to the competition in the food industry which is growing rapidly.

The existence of this competition makes companies faced with various opportunities and threats, therefore these SMEs are required to think creatively to face increasingly dynamic market conditions (Utama et al, 2020). Entrepreneurs need to know the changes in their business environment so that they can compete with other companies and win the competition. This is where the important role of MSME performance.

Assessing the progress of a business can be done by examining its performance. Performance refers to the achievements made by the company in a certain period, considered positive if there is an increase in sales, consistent profit increases, and sustainable capital growth. (Hery, 2023)

Marketing performance can be used as a concept of the extent of market achievement that has been achieved by a product that has been produced by the company (Sugiyarti, 2016) Marketing performance has a high level of priority in maintaining business continuity because improving marketing performance has a direct impact on company profitability. As the main goal of every business actor, profit is influenced by effective marketing performance. Therefore, to improve marketing performance, businesses can implement and pay attention to customer orientation properly (Hiong et al., 2020).

In addition to companies paying attention to marketing performance, companies must also pay attention to customer orientation as a major factor in improving marketing and sales performance. According to (Mulyani, 2015) customer orientation is the company's willingness to understand the needs and desires of its customers. So that the company must focus on customers to provide good service to customers, because by providing good service, customers will feel satisfied and ultimately decide to make repeat purchases.

In addition to customer orientation, product innovation has a significant impact on improving the marketing performance of a business. Today, many consumers want products that have their own uniqueness and characteristics but still provide added value to the connoisseur. This allows entrepreneurs to improve and maintain their marketing performance. Therefore, entrepreneurs need to pay more attention to product innovation because it can make the products offered different from the others. (Mulyanto, 2021)

In order to develop marketing performance towards a better direction, product innovation is a supporting factor that has a major influence in improving marketing performance. Product innovation itself according to (Appiah-Adu, 2019) is a company mechanism to adapt to a dynamic environment, therefore companies are required to be able to create new thoughts, new ideas and offer innovative products and service improvements that satisfy customers. Innovation is needed by consumers to fulfill their desires according to their respective needs. therefore industry players are required to innovate products in order to satisfy the needs of their consumers.

Sukabumi city has a very diverse number of MSMEs with great development potential. If MSMEs develop well, increased productivity will also improve the welfare of the community and ultimately have an impact on improving the regional economy.

**Table 2. Number of MSMEs in Sukabumi City**

No.	Year	Number of Units
3	2021	53979
4	2022	57319
5	2023	60865

Source: Open Data West Java, 2023

Based on table 2, it can be concluded that there is an increase in the number of MSMEs in the city of Sukabumi, although the increase is not significant. This is indicated by the number of MSMEs in the city of Sukabumi in 2021 having a total of 53979 MSMEs, and increasing in 2022 to 57319 MSMEs and in 2023 to 60865 MSMEs. Although the number of MSMEs in Sukabumi has always increased, it does not rule out the possibility that the performance that has been given has not resulted in maximum achievement.

Based on interviews conducted by researchers at 20 MSMEs in the culinary industry in the city of Sukabumi, there are several problems that show that the marketing performance of culinary MSMEs in the city of Sukabumi has decreased. This is shown in table 3 as follows:

**Table 3. Interview Results Instrument**

No.	Question	Yes	No
1	Has there been an increase in revenue for MSMEs in the past year?	7	13
2	Is there new customer growth in MSMEs?	15	5
3	Is there an expansion in market share?	6	14
4	Have there been any new products in the past year?	12	8
5	Are there efforts to maintain good customer relations?	16	4
6	Are there efforts to market the product widely?	15	5
7	Are there efforts to develop the usual products into new products that are different from competitors?	15	5
8	Have the sales achieved the sales target in the past year?	13	7
9	Has there been an increase in the number of products produced in the past year compared to the previous year?	9	11

Source: Processed by the author, 2024

Based on table 3 above, the results of pre-research can be seen that there are indications of problems, namely that some MSMEs have not experienced an increase in their income, and also the expansion of MSMEs in their market share has not increased and production in the past year has not experienced an increase in the number of products produced. Based on these results, it can be said that most culinary MSMEs have not experienced an increase in the past year in their marketing performance. This is due to increasingly fierce market competition so that MSMEs need to be customer-oriented to improve marketing performance and sales.

The results of the study (Mulyanto, 2021) state that customer orientation has a significant effect on marketing performance. In line with the results of research by (Nusandini & Nugraha, 2020) which provides results that customer orientation has a positive effect on company performance. These results differ from research (Kartika, 2020) that customer orientation has no significant effect on marketing performance. According to (Mahardika, 2023) product innovation has no effect on marketing performance. Meanwhile, according to (Anggraeni, 2020) explains that product innovation on marketing performance has a significant positive effect. This research is also supported by research conducted (Munawar et al., 2022) which states that product innovation has a positive influence on marketing performance. This is because the product innovation provided can attract consumer interest and can make the

company superior to competitors and can improve the marketing performance of the company itself.

Based on the problems and research gap, the authors are interested in conducting research with the title "The Effect of Customer Orientation on MSME Performance Through Product Innovation as a Mediating Variable".

## METHODS

The objects in this study are customer orientation, MSME performance, and product innovation. The research method used by researchers is quantitative research methods (Priadana & Sunarsi, 2021: 51) with a causal descriptive approach (Siyoto & Sodik, 2015: 43). The population members determined by researchers to carry out this research are culinary MSMEs in Sukabumi City, in this study there were 342 actors registered with the cooperative, micro-enterprise, industry and trade office of the city of Sukabumi, ranging from supermarkets to street vendors who have been registered with the cooperative office of the city of Sukabumi. The samples in this study were culinary MSME business actors from supermarkets to street vendors in the city of Sukabumi through sales growth and market growth in the last 6 months. The selection of culinary MSMEs was carried out randomly or randomly through *probability sampling* techniques in culinary MSMEs in Sukabumi City with a total sample in this study of 135 MSMEs.

The assumption test is carried out to provide certainty that the research equation obtained has accuracy in estimation, is unusual, and ambiguous. According to Ghazali (2017) to test whether the analysis data is multivariate or not, structural model assumption evaluation testing must be carried out, including by means of data normality test, outliers data test, and multicollinearity or singularity test. The data collection methods used are observation, questionnaire (questionnaire), and literature study. The data analysis technique used by researchers in this study is *Structural Equation Modeling* (SEM) using the AMOS program. Data analysis is carried out after measuring attitudes or characteristics using a *semantic defferential* scale, hypothesis testing, and mediation tests (sobel tests).

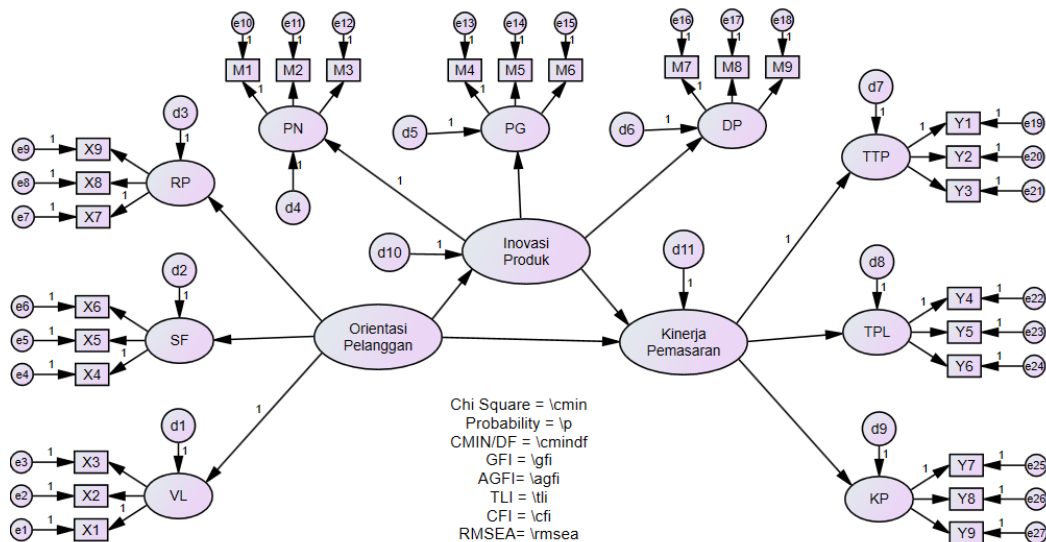
## RESULTS AND DISCUSSION

### Structural Equation Modeling (SEM)

In Figure 2 below, it can be seen that the box shape in the figure is an indicator that researchers observed using a questionnaire that has been distributed. Then the oval shape that leads to the indicator is the dimension that binds the indicator. Furthermore, the oval shape that leads to the dimension is the variable observed by the researcher. For example, Customer Orientation variables with dimensions of financial value, functional value, individual value, and social value consisting of 12 indicators that have an error rate or error, namely e1 to e12.

By using AMOS version 24 software, the researcher creates a description of the relationship between variables using a path diagram. Furthermore, the path diagram is converted into an estimation model.

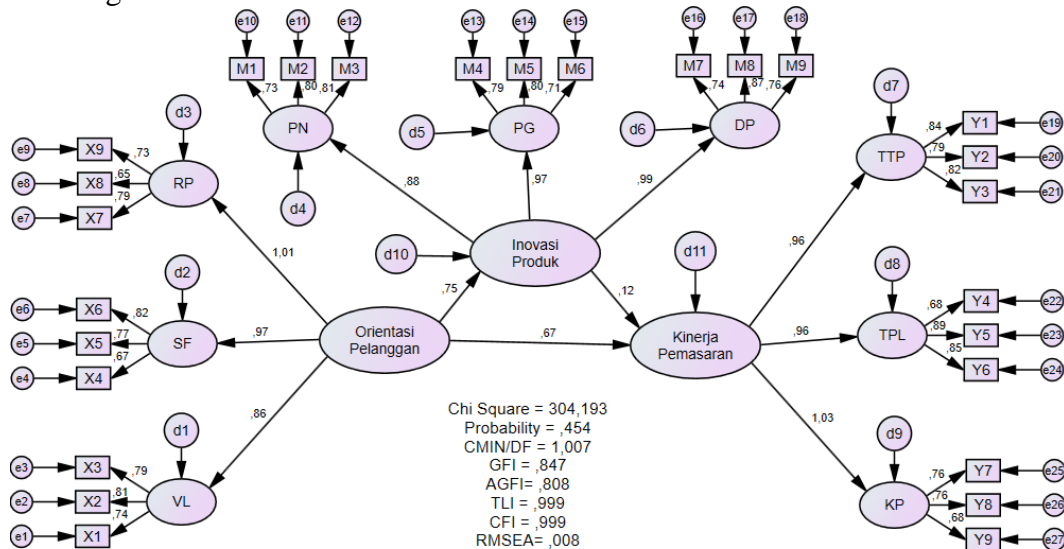



**Image 2. SEM Model**

Source: Data processed by researchers, 2024 (using AMOS 24 software)

### Modified *Confirmatory Factor Analysis Full SEM*

Because there are still several indicators that are not suitable and have not met the requirements that have been determined in testing the structural equation, the researcher modifies the previous model so that it can meet and comply with the specified requirements. The following is the SEM model after modification.


**Image 3. Modified Full SEM Model**

Source: Data processed by researchers, 2023 (using AMOS 24 software)

Based on the previous results where the model was declared still not feasible. Modification was carried out because testing the suitability of the previous model showed results that were not in accordance with existing provisions, therefore the researcher made modifications to the previous model by performing covariance in accordance with the instructions on the output of AMOS 24 software contained in the Modification Indices section. The results of the modification can be seen in model 3 above. After modifying the model, it can be concluded that the modified model is feasible and in accordance with the specified requirements.

## SEM Hypothesis Testing

SEM hypothesis testing in this study was carried out to answer the hypotheses in this study. The results of hypothesis testing can be seen from the critical ratio (c.r.) in the regression weights table in the AMOS software displayed in the table below:

**Table 4. SEM Hypothesis Testing**

HYPOTHESIS TEST						
Hypothesis	Standard Estimate	Estimate	S.E.	C.R.	P	Conclusion
Customer orientation → <i>Product Innovation</i>	0,751	0,802	0,144	5,551	0,000	<i>Supported</i>
Customer orientation → <i>Marketing performance</i>	0,666	0,756	0,167	4,517	0,000	<i>Supported</i>
Product innovation → <i>Marketing performance</i>	0,119	0,127	0,129	0,984	0,325	<i>Supported</i>
Customer orientation → Product innovation → <i>Marketing performance</i>	Product Mediation Test	Z VALUE = 3.168 > 1.978				Mediation Part
Testing <i>Good Of Fit</i> (GOF) Results						
	Cut Of Value			Results	Conclusion	
<i>Chisquare</i>	Expectedly Small			304,193	Fit	
Probability	≥ 0,05			0,454	Fit	
CMIN/DF	≤ 2,00			1,007	Fit	
RMSEA	≥ 0,08			0,008	Fit	
GFI	≥ 0,90			0,847	Marginal Fit	
AGFI	≥ 0,90			0,808	Marginal Fit	
TLI	≥ 0,90			0,999	Fit	
CFI	≥ 0,95			0,999	Fit	
Effect Testing						
	Direct			Indirect	Total	
Customer orientation → <i>Product Innovation</i>	0,751			0,000	0,751	
Customer orientation → <i>Marketing performance</i>	0,666			0,089	0,755	
Product innovation → <i>Marketing performance</i>	0,119			0,000	0,119	

Source: Data processed by researchers, 2024 (using AMOS 24 software)

### a. Hypothesis 1

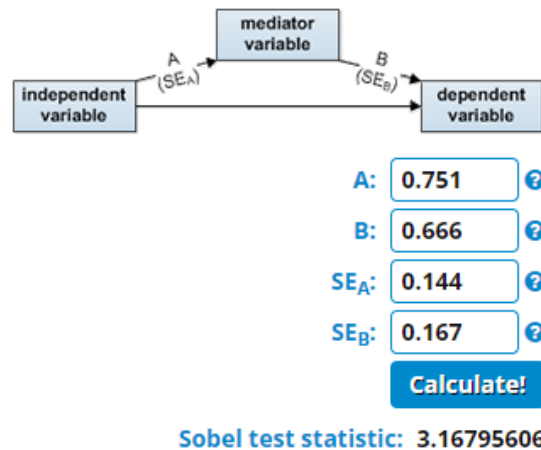
The critical ratio (C.R.) value on the customer orientation variable on product innovation is  $5.551 > 1.978$  (t table with a 5% significance level is 1.978) with a probability value of 0.000 which means it is smaller than 0.05. And for the standard estimate value of  $0.751 > 0.5$ , it can be seen that the Customer Orientation variable has a significant positive effect on product innovation. Based on this, it can be concluded that hypothesis 1 can be accepted, namely "there is an effect of Customer Orientation on Product Innovation".

### b. Hypothesis 2

The Critical Ratio (C.R.) value on the Product Innovation variable on Marketing Performance is  $0.984 < 1.978$  (t table with a 5% significance level is 1.978) with a probability value of 0.325 which means greater than 0.05. And for the standard estimate value of  $0.119 > 0.5$ . So it can be seen that the Product Innovation variable has a negative and insignificant effect on Marketing Performance. Based on this, it can be concluded that hypothesis 2 is rejected, namely "there is no effect of Product Innovation on Marketing Performance".

### c. Hypothesis 3

Hypothesis 3 testing is done by calculating using the help of Daniel Sopier's sobel test calculator to test the effect of mediation. The following is a calculation using a sobel test calculator:



**Image 4. Calculation Results of Sobel Test Calculator**

Source: Data processed by researchers, 2024

Based on the results of calculations that have been carried out using Daniel Sopier's sobel test calculator, it can be seen that the result is 3.168 or greater than z table with a significance level of 5% or 1.978. Based on this, it can be concluded that there is an effect of Product Innovation in mediating the relationship between Customer Orientation on Marketing Performance.

## Direct and Indirect Effects

### 1. Direct Effect

The direct effect is shown by one arrow in the diagram and is in accordance with the hypothesis given. The results show that the effect of Customer Orientation on product innovation is 0.751, the effect of customer orientation on Marketing Performance is 0.666 and the effect of product innovation on Marketing Performance is 0.119. And for the others, it shows a value of 0.000 which means there is no direct influence. Based on the results of the data analysis above, it can be concluded that the effect of Product Innovation on Marketing Performance is smaller than the effect of Customer Orientation on Marketing Performance ( $0.119 < 0.666$ ).

### 2. Indirect Effect

Indirect influence between exogenous constructs on endogenous constructs that are not shown directly by arrows. The results of the analysis show that there is an indirect effect between Customer Orientation on Marketing Performance of 0.119.

### 3. Total Effect

The total effect can be obtained from the sum of the direct and indirect effects contained in the research model. The following are the results of the calculation of the total effect:

**Table 5. Total Effect**

	Customer Orientation	Product Innovation	Marketing Performance
Product Innovation	0,751	0	0
Marketing Performance	0,755	0,119	0

Source: Data processed by researchers, 2024 (using AMOS 24 software)



It can be seen in table 5 that the results of the analysis show that Customer Orientation has an influence of 0.751 on product innovation and the effect of Customer Orientation on Marketing Performance is 0.755 so that the total effect is 1.506 while the total effect of Product Innovation on Marketing Performance is 0.119.

## DISCUSSION

### Effect of Customer Orientation (X) on Product Innovation (M)

In AMOS 24 software, hypothesis testing can be seen from the regression weight table. The critical ratio (CR) value in hypothesis testing between customer orientation variables on product innovation shows a value of  $5.551 > 1.978$  (z table value at  $\alpha = 5\%$ ). The standard estimate result is  $0.751 > 0.5$ . From the results of hypothesis testing, it shows that there is a significant positive influence between customer orientation on product innovation.

### Effect of Product Innovation (M) on Marketing Performance (Y)

Tests that have been carried out on AMOS 24 software produce a regression weight value which can be seen from the results of hypothesis testing on the estimate value, critical ratio or C.R. In hypothesis testing between product innovation variables on marketing performance shows a value of  $0.984 < 1.978$  (z table value at  $\alpha = 5\%$ ). The standard estimate result is  $0.119 > 0.5$ . From the results of hypothesis testing, it shows that there is a negative and insignificant influence between product innovation on marketing performance.

### Mediating Effect of Product Innovation (M) in the Relationship of Customer Orientation (X) to Marketing Performance (Y)

In AMOS 24 software, hypothesis testing can be seen from the regression weight table. The critical ratio (CR) value in hypothesis testing between the customer orientation variable and the marketing performance variable shows a value of  $4.517 > 1.978$  (z table value at  $\alpha = 5\%$ ). From the results of hypothesis testing, it shows that there is a significant influence between customer orientation on marketing performance variables.

Furthermore, based on Daniel Soper's sobel test calculator which is used to test the mediating variables in this study. It can be seen in Table 4.7 that the statistical results of the t count data show the results of  $3.168 > 1.978$ , with a significance level of 5%. This shows that in this study product innovation mediates the relationship between customer orientation and marketing performance.

The information above shows that the mediating effect of product innovation in the relationship between customer orientation and marketing performance is greater, namely 3.168 compared to the direct effect of customer orientation on marketing performance, namely 0.984. Based on this, it can be concluded that the relationship between customer orientation and marketing performance will be more effective if it is not mediated by product innovation according to the values processed by SEM AMOS 24. Product innovation is strong enough to mediate the relationship between customer orientation and marketing performance. To grow the marketing performance of culinary MSME entrepreneurs in Sukabumi City, they must always innovate products in every culinary MSME in Sukabumi City.

## CONCLUSIONS

Based on the research that has been conducted by researchers on the analysis of customer orientation on marketing performance through product innovation as a mediating variable, the following conclusions can be drawn:

1. Customer orientation carried out by entrepreneurs of culinary MSMEs in Sukabumi City is recognized and accepted by customers of culinary MSMEs in Sukabumi City. Product

innovation of culinary MSME products in Sukabumi City is felt by customers of MSMEs in Sukabumi City, which is assessed from the influence of discovery, development, and duplication. Marketing performance in culinary MSMEs in Sukabumi City has also been high, judging from entrepreneurs being able to successfully achieve goals and gain a strong position in the market. Customer orientation is one of the factors that influence marketing performance in Sukabumi City customers to be one of the factors that there are several other factors that can affect the company's performance that are not examined by researchers in this research.

2. Customer orientation has a significant effect on product innovation in culinary MSMEs in Sukabumi City. This can be interpreted that the culinary MSMEs in Sukabumi City in building and maintaining customer orientation in their MSMEs are well pursued through product innovation. In building customer orientation in culinary MSMEs in Sukabumi City, it can be assisted by several supporting dimensions including value, satisfaction, and response.
3. Product innovation has a negative and insignificant effect on marketing performance in culinary MSMEs in Sukabumi City. This means that culinary MSMEs in Sukabumi City in building marketing performance through product innovation are less effective for customers of culinary MSMEs in Sukabumi City. So that marketing performance in culinary MSMEs in Sukabumi City is less effective which is assisted by several dimensions including product discovery, product development, and innovation.
4. Product innovation mediates the relationship between customer orientation and marketing performance in culinary MSMEs in Sukabumi City. This shows that to build marketing performance in culinary MSMEs in Sukabumi City, entrepreneurs must first build good product innovation. After that, customer orientation activities will be more effective in building marketing performance. The direct effect value is greater than the indirect value. Therefore, it can be concluded that the product innovation variable is not recommended to be a mediating variable. The relationship between customer orientation and marketing performance will be more effective if it is not mediated by product innovation.

## REFERENCES

- Al Farisi, S., & Iqbal Fasa, M. (2022). Peran UMKM (Usaha Mikro Kecil Dan Menengah) Dalam Meningkatkan Kesejahteraan Masyarakat. *Jurnal Dinamika Ekonomi Syariah*, 9(1). <http://ejurnal.iaipd-nganjuk.ac.id/index.php/es/index>
- Anggraeni, F. , N. W. N. , dan H. N. (2020). The Effect Of Product Innovation, Marketing Strategy on Marketing Performance of Culinary MSMEs in Bandung During Covid-19. *Solid State Technology*, 63(4).
- Deanova, S., Yunita, T., Moses, H., & Ramadan, R. (2023). Strategi Pengembangan Usaha (UKM) Untuk Meningkatkan Citra Kota Malang Di Swasta Kuliner Tempat Pariwisata. *Cross-Border*, 6(1), 664–678.
- Diana, D. L. H. and M. Fahmi. (2022). Analisis Faktor Yang Mempengaruhi Kinerja UMKM Di Tangerang Selatan. *Jurnal Muhammadiyah Manajemen Bisnis*, Volume 3 No.2, 1–8.
- Ghozali, I. (2017). *Aplikasi Analisis Multivariate dengan Program SPSS*. Semarang: Badan Penerbit UNDIP.
- Hery, S. E. (2023). *Kajian riset akuntansi mengulas berbagai hasil penelitian terkini dalam bidang akuntansi dan keuangan*. Gramedia Widiasarana Indonesia.
- Hiong, L. S., Ferdinand, A. T., & Listiana, E. (2020). Techno-resonance innovation capability for enhancing marketing performance: 21(1),329–339. <https://doi.org/10.3846/BTP.2020.12117>
- Kartika P.C. (2020). Pengaruh orientasi pelanggan terhadap kinerja pemasaran pada PD Mawaddah Ummulyatama di kota metro. *Universitas Muhammadiyah Metro*.

- Mahardika, E. (2023). Studi pada Coffeeshop di Surakarta. In *Jurnal Bisnis dan Manajemen* (Vol. 3, Issue 4).
- Mulyani, I. T., & Manajemen, J. (2015). Inovasi Sebagai Variable Intervening (Studi Empiris pada Usaha Mikro Kecil dan Menengah Kota Semarang). *Diponogoro Journal Of Management*, 4, 1–12. <http://ejournal-s1.undip.ac.id/index.php/dbr>
- Mulyanto, A. (2021). Pengaruh Orientasi Pelanggan dan Inovasi Produk Terhadap Peningkatan kinerja Pemasaran Pada kue kering dan basah di kota pontianak. *Jurnal Bisma*, vol 5.
- Munawar, S., Hermina, T., & Wijayanti, Y. (2022). Pengaruh Orientasi Pasar dan Inovasi Produk terhadap Kinerja Pemasaran pada Home Industri Pasirkiamis. *Journal of Knowledge Management*, 16. No 2, 52–59. [www.jurnal.uniga.ac.id](http://www.jurnal.uniga.ac.id)
- Nusandini, A., & Nugraha, H. S. (2020). Pengaruh Inovasi dan Orientasi Pelanggan Terhadap kinerja Pemasaran Melalui palangkaraya. *Journal of Environment and Management*, 1–8.
- Priadana, S., & Sunarsi, D. (2021). *Metode-Penelitian-Kuantitatif*.
- Saeni, A. A., Achmad, D., & Setiawan, F. (2023). Strategi Promosi Dalam Konten Media Sosial mie Baraccung Makasar. *Jurnal Administrasi Terapan*, 1.
- Sarfiah, S., Atmaja, H., & Verawati, D. (2019). UMKM Sebagai Pilar Membangun Ekonomi Bangsa. *Jurnal REP (Riset Ekonomi Pembangunan)*, 4(2), 1–189. <https://doi.org/10.31002/rep.v4i2.1952>
- Siyoto, sandu, & Sodik, A. (2015). *Dasar Mrtodologi penelitian*. Literasi Media Publishing.
- Sugiyarti, G. (2016). Analisis Kinerja Pemasaran Usaha Kecil Menengah Batik Di Provinsi Jawa Tengah. *Ekonomi Bisnis*, Vol 7 No 2.
- Utama, L., Widjaja, O. H., & Lego, Y. (2020). Pengaruh orientasi kewirausahaan terhadap keunggulan kompetitif pada UKM industri kreatif dengan kapasitas inovatif sebagai faktor mediasi dalam masa pandemik Covid-19. *Jurnal Bina Manajemen*, 9(1), 30–43.