
RESEARCH ARTICLE

Examining the Influence of Innovation, Market Orientation, and Entrepreneurial Orientation on Marketing Performance in the Batik Industry

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ABSTRACT

Pilang Village in Sragen Regency is renowned for its unique batik centers, known for their distinctive flora and fauna ornaments. The local government actively supports artisans by promoting innovation and providing assistance in design, production, and marketing. However, entrepreneurs in the creative industry face challenges related to fostering innovation, strategic planning, and embracing risk-taking to enhance marketing performance. This study investigates the influence of innovation, market orientation, and entrepreneurial orientation on marketing performance in the batik industry, focusing on batik craftsmen from Pilang Village. A sample of 53 respondents is selected using saturated or census sampling techniques, and data analysis is conducted through Structural Equation Modeling (SEM) using the SmartPLS 3.0 application. The findings demonstrate that innovation, market orientation, and entrepreneurial orientation significantly impact marketing performance. Consistent product innovation, addressing customer needs, and following trends are crucial. Furthermore, emphasizing product marketing variations and modernizing production processes play a vital role. An entrepreneurial mindset that embraces risk-taking and proactiveness effectively boosts sales and marketing success. This study offers valuable insights into the batik industry's marketing dynamics, emphasizing the importance of customer-centricity, innovation, and entrepreneurial mindset to thrive in a competitive market.

KEYWORDS

Innovation, Market Orientation, Entrepreneurial Orientation, Marketing Performance

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1. Introduction

The creative industry in Indonesia, driven by its rich cultural heritage, holds immense potential for economic growth and job creation, particularly within micro, small, and medium enterprises (MSMEs) (Nugroho, 2019). MSMEs account for a substantial portion of the country's business landscape, contributing significantly to employment and the gross domestic product (Ramanti & Saharsini, 2022). Recognizing the importance of MSMEs, the government has been actively supporting their development, including the promotion of batik MSMEs in the Masaran area of the Sragen Regency.

Batik, a traditional Indonesian textile art, has been designated as an intangible cultural heritage by UNESCO, signifying its cultural significance and increasing its international recognition (Triana & Retnosary, 2020). In Pilang Village, located in Sragen Regency, batik production has gained momentum following this recognition, contributing to regional economic growth and the welfare of the community (Hadi & Wibowo, 2014; Putri & Andriani, 2018). However, challenges persist, such as the need for design development, motif creation, and marketing expertise (Bram, 2023). The lack of creativity, innovation, and marketing proficiency among MSMEs poses obstacles to achieving stable marketing performance (Utaminingsih, 2016).

To overcome these challenges and unlock the full potential of the batik industry, it is essential to understand the factors that influence marketing performance. The literature suggests that innovation, market orientation, and entrepreneurial orientation play crucial roles in shaping marketing performance (Amin, Sudarwati & Maryam, 2019; Sulaeman, 2018). Product innovation, in response to consumer preferences and market demands, can enhance a company's competitiveness and marketing outcomes (Pattipeilohy, 2018). Additionally, entrepreneurs with an orientation toward taking risks and being proactive, along with a market-oriented perspective, can drive sales and prioritize customer satisfaction (Yaskun et al., 2023).

While existing research has provided insights into the relationships between these factors and marketing performance, there are inconsistencies and gaps in the literature. Studies have yielded varying results, indicating the need for context-specific investigations (Acosta, Crespo & Agudo, 2018; Yaskun, et., 2023). Therefore, this study aims to fill this research gap by examining the impact of innovation, market orientation, and entrepreneurial orientation on marketing performance in the batik industry, focusing on Pilang Village.

By understanding how these factors interact and influence marketing performance, this research aims to provide practical insights for batik MSMEs, industry practitioners, and policymakers. The findings will contribute to a deeper understanding of the dynamics between innovation, market orientation, entrepreneurial orientation, and marketing performance in the creative industry. Ultimately, this study seeks to support the growth and sustainability of the batik industry while also offering valuable knowledge applicable to other creative sectors in Indonesia and beyond.

2. Literature Review

The batik industry in Indonesia, particularly in Pilang Village, Masaran District of Sragen Regency, holds significant cultural and economic value. Batik, a traditional textile art form, has been recognized as an intangible cultural heritage by UNESCO, elevating its status and global demand (Triana & Retnosary, 2020). However, the batik industry still faces challenges related to design development, motif creation, and marketing expertise (Bram, 2023). To enhance marketing performance in the batik industry, it is crucial to investigate the impact of key factors such as innovation, market orientation, and entrepreneurial orientation. This literature review aims to explore existing studies on the influence of these factors on marketing performance in the batik industry.

Innovation and Marketing Performance: Innovation plays a pivotal role in improving marketing performance in the batik industry. Amin et al. (2019) emphasize that product innovation strategies enable companies to meet consumer demands, increase competitiveness, and achieve higher marketing performance. They argue that consumer preferences and market needs should drive product innovation efforts. Similarly, Pattipeilohy (2018) emphasizes that product innovation is a key marketing strategy that helps companies differentiate themselves and succeed in competitive markets. By offering innovative batik designs and products, companies can enhance their marketing performance and meet consumer expectations.

Market Orientation and Marketing Performance: Market orientation is another crucial factor influencing marketing performance in the batik industry. Yaskun et al. (2023) find that market orientation significantly impacts marketing performance. A market-oriented approach places consumers at the center of all company activities and aims to understand and fulfill their needs and desires. Sulaeman (2018) supports this notion, suggesting that a market-oriented perspective leads to increased consumer satisfaction and improved marketing outcomes. In the batik industry, market orientation can help companies identify consumer preferences, adapt to market trends, and develop effective marketing strategies to enhance performance.

Entrepreneurial Orientation and Marketing Performance: Entrepreneurial orientation, characterized by traits such as proactiveness, risk-taking, aggressiveness, and autonomy, is also crucial for marketing performance in the batik industry. Yaskun et al. (2023) find that entrepreneurial orientation positively influences marketing performance. Entrepreneurial leaders who are willing to take risks and embrace innovation are more likely to drive sales and create marketing success. Sulaeman (2018) argues that entrepreneurs who are entrepreneurial and market-oriented develop strategies that prioritize customer satisfaction, leading to improved marketing performance. In the batik industry, entrepreneurial orientation can enable companies to seize opportunities, adapt to changing market conditions, and effectively promote their products.

Research Gap and Conclusion: While existing studies have shed light on the relationships between innovation, market orientation, entrepreneurial orientation, and marketing performance, there are inconsistencies and gaps in the literature. For instance, some studies have found no significant effects of certain factors on marketing performance in different contexts (Acosta et al., 2018; Yaskun et al., 2023). Therefore, further research is needed to provide a comprehensive understanding of how innovation, market orientation, and entrepreneurial orientation interact and influence marketing performance, specifically in the batik industry.

In conclusion, the literature suggests that innovation, market orientation, and entrepreneurial orientation play significant roles in shaping marketing performance in the batik industry. Product innovation, driven by consumer preferences and market demands, can enhance competitiveness and marketing outcomes. A market-oriented approach focuses on meeting consumer needs and adapting to market trends. Entrepreneurial orientation, characterized by risk-taking and proactiveness, contributes to increased sales and marketing success. However, there is a need for more empirical research to explore the nuanced relationships between these factors and marketing performance in the context of the batik industry. Such research can provide valuable insights for batik industry practitioners, policymakers, and other stakeholders, ultimately supporting the growth and sustainability of the batik industry in Indonesia and beyond.

3. Methodology

This study utilizes a quantitative research approach with a causal design to investigate the influence of innovation, market orientation, and entrepreneurial orientation on marketing performance in the batik industry. The primary data for this research is collected through a survey conducted among batik craftsmen in Pilang Village, Masaran. The data collection technique employed is the use of questionnaires.

3.1 Sampling Technique

A census or saturated sampling technique is employed in this study, aiming to include the entire population of batik craftsmen in Pilang Village, Masaran. The total sample size consists of 53 batik craftsmen.

3.2 Data Analysis

The collected data is analyzed using the Structural Equation Modeling (SEM) technique with the SmartPLS 3.0 application. SEM allows for the examination of complex relationships between variables and provides statistical insights into the causal relationships between innovation, market orientation, entrepreneurial orientation, and marketing performance.

3.3 Variables and Measurement

The study includes four variables: innovation, market orientation, entrepreneurial orientation, and marketing performance. The measurement of these variables is based on previous research studies.

Innovation: The measurement of innovation includes product innovation, marketing innovation, and process innovation. This is assessed based on criteria such as motif modification, product alignment with trends, introduction of new products, consistency in innovation, delivery methods, social media promotions, application of discounts, and utilization of modern production tools and methods (Udriyah et al., 2019).

Market Orientation: Market orientation is assessed through customer orientation, competitor orientation, and coordination between different functions within the organization. These dimensions measure the extent to which the company focuses on customer needs, monitors and responds to competitor activities, and facilitates collaboration among different departments (Acosta et al., 2018; Habib, Bao & Ilmudeen, 2020; Sulaeman, 2018; Yaskun et al., 2023).

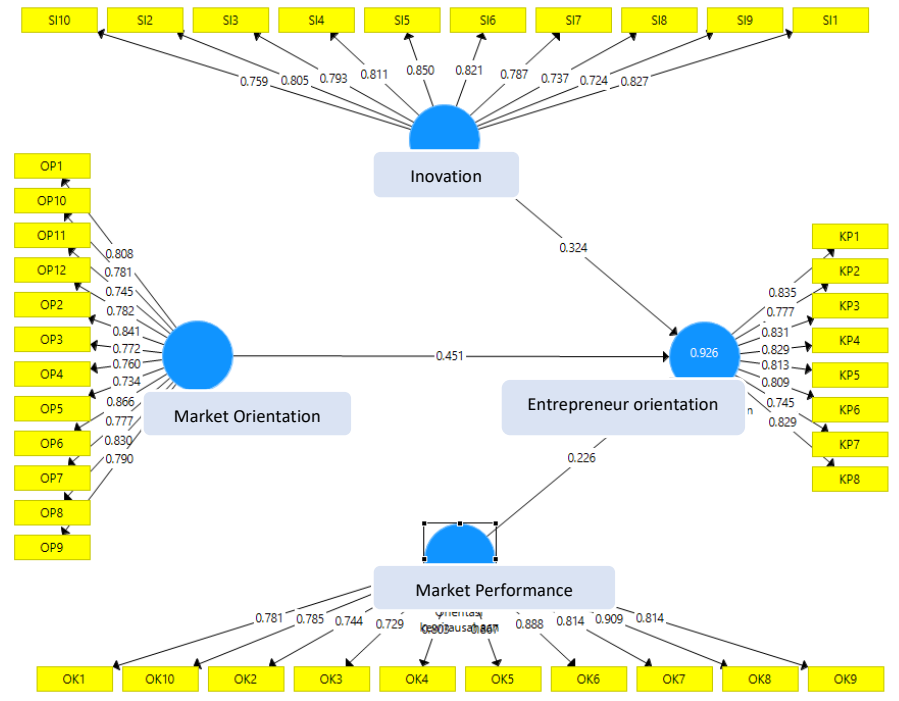
Entrepreneurial Orientation: The measurement of entrepreneurial orientation includes dimensions such as innovation, risk-taking, and proactive flexibility. These dimensions capture the extent to which companies prioritize innovation, willingness to take risks, and adaptability to changing market conditions (Jannah, Irawati & Purnomo, 2019; Yaskun et al., 2023).

Marketing Performance: Marketing performance is evaluated based on indicators such as sales growth, profit growth, and customer growth. These indicators reflect the overall effectiveness and success of marketing efforts (Naninsih, Alam & Indriasari, 2022; Sulaeman, 2018).

By employing the SEM approach, this research aims to establish a comprehensive understanding of the relationships between innovation, market orientation, entrepreneurial orientation, and marketing performance in the batik industry. The analysis of the collected data will provide statistical evidence regarding the impact of these variables on marketing performance, contributing to the existing body of knowledge and offering insights for practitioners in the batik industry.

4. Results and Discussion

The research items were tested using convergent validity, discriminant validity, composite reliability and Cronbach alpha. The value of all research item factors is shown in Figure 4.1. Indicator variables with a loading factor value below 0.70 are invalid. A valid indicator if the outer loading value is more than 0.70. The data shows that there is no variable indicator with a loading factor value of <0.70, so all indicators can be categorized as valid, as shown in Table 4.1.



(Source: processed data, 2023)

Figure 4.1 The factor loading value of all research items

Table 4. 1 Factor Loading Value

Variable	Indicator	Loading Faktor	Cut-Off	Information
Marketing Performance	KP1	0,835	0,7	Valid
	KP2	0,777	0,7	Valid
	KP3	0,831	0,7	Valid
	KP4	0,829	0,7	Valid
	KP5	0,813	0,7	Valid
	KP6	0,809	0,7	Valid
	KP7	0,745	0,7	Valid
	KP8	0,829	0,7	Valid
Entrepreneurial orientation	OK1	0,781	0,7	Valid
	OK10	0,785	0,7	Valid
	OK2	0,744	0,7	Valid
	OK3	0,729	0,7	Valid
	OK4	0,803	0,7	Valid
	OK5	0,867	0,7	Valid
	OK6	0,888	0,7	Valid
	OK7	0,814	0,7	Valid
	OK8	0,909	0,7	Valid
OK9	0,814	0,7	Valid	
Market Orientation	OP1	0,808	0,7	Valid
	OP10	0,781	0,7	Valid
	OP11	0,745	0,7	Valid
	OP12	0,782	0,7	Valid
	OP2	0,841	0,7	Valid
	OP3	0,772	0,7	Valid
	OP4	0,760	0,7	Valid
OP5	0,734	0,7	Valid	

Innovation	OP6	0,866	0,7	Valid
	OP7	0,777	0,7	Valid
	OP8	0,830	0,7	Valid
	OP9	0,790	0,7	Valid
	SI10	0,759	0,7	Valid
	SI2	0,805	0,7	Valid
	SI3	0,793	0,7	Valid
	SI4	0,811	0,7	Valid
	SI5	0,850	0,7	Valid
	SI6	0,821	0,7	Valid
	SI7	0,787	0,7	Valid
SI8	0,737	0,7	Valid	
SI9	0,724	0,7	Valid	
SI1	0,827	0,7	Valid	

(Source: processed data, 2023)

Discriminant Validity is known by looking at the value of the average variant extracted (AVE). The results are accepted or valid if > 0.50. It was obtained that the AVE value at each > 0.50. Thus, each variable is declared valid. The results are shown in Table 4.2.

Table 4.2 AVE Value

	Average Extracted (AVE)	Variance	Test conditions	Conclusion
Innovation	0,628		>0.50	Valid
Marketing performance	0,655		>0.50	Valid
Market Orientation	0,626		>0.50	Valid
Entrepreneurial orientation	0,665		>0.50	Valid

(Source: processed data, 2023)

Composite reliability testing is used to test construction reliability. The construct is declared reliable if the composite reliability value is > 0.70 and the Cronbach alpha value is > 0.70. The test results show that the value of composite reliability and Cronbach alpha has a value of > 0.70. The results are presented in Table 4.3.

Table 4.3 Composite Reliability and Cronbach Alpha Values

	Cronbach's Alpha	rho_A	Composite Reliability	Average Extracted (AVE)	Variance
Innovation	0,934	0,937	0,944	0,628	
Marketing performance	0,924	0,926	0,938	0,655	
Market Orientation	0,946	0,947	0,953	0,626	
Entrepreneurial orientation	0,943	0,945	0,952	0,665	

(Source: processed data, 2023)

Testing the Structural Model Evaluation (inner model) uses the R-square test, path coefficients, T-statistics (bootstrapping), and predictive relevance.

The R-square is used to assess the effect of exogenous variables (X) on endogenous variables (Y). The R-square value, in general, is 0.75 in the strong category, 0.50 in the moderate category, and 0.25 in the weak category.

Table 4.4 Model R-Square values

	R Square	R Square Adjusted
Marketing performance	0,926	0,922

(Source: processed data, 2023)

The test results show that the R-Square value is 92.6%. This means that innovation strategy, market orientation, and entrepreneurial orientation affect marketing performance by 92.6%, while 7.4% are influenced by other factors. Furthermore, the results of the path coefficients (path coefficients) of each exogenous variable are worth > 0 , meaning that it has a positive influence on marketing performance or endogenous variables. The results of data processing are presented in Table 4.5.

Table 4.5 Path Coefficient Value

	Marketing performance	Test conditions	Result
Innovation	0.324		Positive
Market Orientation	0.451	Negative < 0 , Positive > 0	Positive
Entrepreneurial orientation	0.226		Positive

(Source: processed data, 2023)

T-statistical testing (bootstrapping) is used to determine the significant value of the effect between variables. The significance value used in this study is 1.96 (significance level = 5%). The test results are shown in Table 4.6.

Table 4.6 Testing the direct effect (Direct Effect)

	Original Sample	Sample Mean	Standard Dev	T-Stat	p-value	Conclusion
Innovation -> Marketing performance	0,324	0,337	0,123	2,640	0,009	Significant
Market Orientation -> Marketing performance	0,451	0,449	0,125	3,618	0,000	Significant
Entrepreneurial orientation -> Marketing performance	0,226	0,213	0,083	2,733	0,007	Significant

(Source: processed data, 2023)

Based on the results of these tests indicate that innovation, market orientation, and entrepreneurial orientation have a significant influence on marketing performance. Innovation obtained a t-statistic of 2.640 $>$ t table of 1.96 and p-values of 0.009 $<$ 0.05 with a path coefficient value of 0.324 $>$ 0 or a positive value. This means that innovation has a positive and significant effect on marketing performance. The value of the Market Orientation variable obtained t-statistic 3.618 $>$ t table 1.96 and p-values 0.000 $<$ 0.05, with a path coefficient value of 0.451 $>$ 0 or a positive value. This means that market orientation has a positive and significant effect on marketing performance. The entrepreneurial orientation variable obtained t-statistic 2.733 $>$ t table 1.96 and p-values 0.007 $<$ 0.05 with a path coefficient value of 0.226 $>$ 0 or a positive value. This means that entrepreneurial orientation has a positive and significant effect on marketing performance.

The findings of this study contribute to a deeper understanding of the factors that influence marketing performance in the batik industry, specifically in Pilang Village, Masaran. The results highlight the positive and significant effects of innovation, market orientation, and entrepreneurial orientation on marketing performance, providing valuable insights for batik craftsmen and industry practitioners.

Innovation emerges as a critical driver of marketing performance in the batik industry. Consistently innovating products, paying attention to existing motives and trends, and adopting modern production processes are crucial steps to improve marketing performance. The positive impact of innovation on marketing performance has been supported by previous researchers (Prumbaudy & Astuti, 2019; Udriyah et al., 2019). Continuously introducing new and innovative products not only expands the product offerings of batik craftsmen but also serves as a driving force for business growth. Successful innovation allows companies to meet market demands and gain a competitive edge, as it differentiates them from competitors (Rosini & Hakim, 2020; Sulaeman, 2018). It is important for companies to possess core competencies in innovation to sustain their competitive advantage and attract new customers. Without continuous innovation, the value offered by consumers can be easily imitated by competitors (Aisyah & Sofiyah, 2023). Thus, the study highlights the significance of ongoing product innovation for enhancing marketing performance in the batik industry.

Market orientation plays a crucial role in improving marketing performance by understanding customer needs, monitoring competitor activities, and fostering internal coordination. Implementing market orientation poses significant challenges for entrepreneurs, as it requires recognizing and understanding target markets to create customer satisfaction. Customer satisfaction is a key factor in building customer loyalty and serves as an effective promotional medium (Wiyadi et al., 2021). The findings of this study are consistent with previous research, which consistently indicates the significant impact of market orientation on marketing performance (Amin et al., 2019; Anwar & Shah, 2021; Arifin, 2021; Sulaeman, 2018; Thioanda & Wardhana, 2022; Triani & Yeni, 2023; Udriyah et al., 2019; Yaskun et al., 2023). Understanding customer needs, developing competitive strategies, and fostering coordination between functions can lead to strategic plans that enhance marketing performance. Business actors must strive to comprehend their customers, competitors, and the coordination processes within their organizations. Market orientation encompasses gathering consumer-related information and understanding the company's position in the competitive landscape. Coordinating functions based on customer information and competitor positions creates superior value for both the business and its customers. Ultimately, market orientation enables entrepreneurs to develop business strategies that deliver profits to their customers, achieving key business indicators through customer satisfaction (Triani & Yeni, 2023).

Entrepreneurial orientation plays a crucial role in encouraging business actors to seek and accept new opportunities. It encompasses traits such as innovation, risk-taking, proactiveness, and adaptability. Alongside other factors like market understanding, resource management, and environmental awareness, entrepreneurial orientation can increase company sales and profits. The findings of this study differ from those of Boohene (2018), who found no significant relationship between entrepreneurial orientation and company performance. Instead, this study aligns with previous research that supports the positive influence of entrepreneurial orientation on marketing performance (Arifin, 2021; Sulaeman, 2018; Thioanda & Wardhana, 2022; Yaskun et al., 2023). Carrying out an entrepreneurial orientation involves proactive actions, where entrepreneurs anticipate and approach consumers first. By embracing an entrepreneurial orientation, companies in the batik industry, including those in Pilang Village, can experience continuous growth, excel in competition, become the preferred choice for consumers, and ultimately achieve superior performance (Darmanto, Wardaya & Sulistyani, 2018).

However, it is important to note that entrepreneurial orientation alone may not guarantee success without an analysis of customer needs as the basis for innovation and market orientation (Barinta, Aisjah & Susilowati, 2022). Entrepreneurs must develop targeted strategies by creating a shared vision, defining products, customers, markets, and success rates for new product introductions. It is crucial for employers to understand that strategies may differ across sectors, depending on factors such as the level of learning, market focus, skill development, innovation, and entrepreneurial behavior among employees. Careful consideration in determining market targeting strategies is essential (Guerra & Camargo, 2023).

This study underscores the importance of innovation, market orientation, and entrepreneurial orientation in improving marketing performance within the batik industry, specifically in Pilang Village, Masaran. The findings provide valuable insights for batik craftsmen and industry practitioners, encouraging them to embrace continuous innovation, understand customer needs, monitor competitors, and foster internal coordination. By leveraging these factors, batik craftsmen can enhance marketing performance, gain a competitive edge, and meet the evolving demands of the market. The study contributes a novel perspective on the batik industry in Pilang Village, highlighting the significance of innovation, market orientation, and entrepreneurial orientation for achieving superior marketing performance.

5. Conclusion

This research examined the influence of innovation, market orientation, and entrepreneurial orientation on marketing performance in the batik industry, specifically focusing on Pilang Village, Masaran. The findings revealed that all three factors—innovation, market orientation, and entrepreneurial orientation—have a positive and significant effect on marketing performance.

The results of this study provide a new perspective on the batik industry in Pilang Village, emphasizing the importance of implementing various new innovations in batik production, enhancing market orientation, and fostering entrepreneurial orientation to improve marketing performance. Consistently innovating products, paying attention to motives and trends, and modernizing production processes are crucial steps for enhancing marketing performance. Innovation plays a vital role in meeting market demand and gaining a competitive advantage.

Market orientation is key to improving marketing performance by understanding customer needs, monitoring competitors, and fostering coordination within the company. Implementing market orientation is a challenge, but it leads to customer satisfaction, customer loyalty, and effective promotional strategies. Understanding customers, competitors, and coordinating functions are essential for designing strategic plans that enhance marketing performance.

Entrepreneurial orientation encourages business actors to seek and embrace new opportunities, promoting innovation, risk-taking, proactiveness, and adaptability. It is accompanied by market understanding, resource management, and environmental awareness,

leading to increased sales and profits. Entrepreneurial orientation is vital for continuous growth, competitive advantage, and superior performance in the batik industry.

It should be noted that entrepreneurial orientation must be coupled with an analysis of customer needs, serving as the basis for innovation and market orientation. Developing targeted strategies and understanding sector-specific dynamics are essential for entrepreneurial success.

The findings of this research shed light on the factors that significantly impact marketing performance in the batik industry. The study provides valuable insights for batik craftsmen and industry practitioners, emphasizing the importance of innovation, market orientation, and entrepreneurial orientation in achieving superior marketing performance. By incorporating these factors into their business strategies, batik craftsmen in Pilang Village can enhance their competitiveness, meet customer expectations, and drive the growth of the industry.

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