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Determining factors of SMEs marketing performance in Bandung City: Quantitative Approach

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A B S T R A C T

This study aims to determine the interaction model between entrepreneurial orientation, product innovation, and competitive advantage on the marketing performance of fashion SMEs in Bandung City. The method used was simple random sampling with the main subjects being 100 owners or managers of fashion SMEs in Bandung City. Data were collected through questionnaires and analyzed using path analysis techniques with the help of SPSS software. The results showed that product innovation has a significant influence on the marketing performance of SMEs, while entrepreneurial orientation and competitive advantage did not show a significant influence. The findings emphasize the importance of product innovation in improving the marketing performance of SMEs in Bandung and indicate the need for further exploration of other factors to gain a more comprehensive understanding.

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1. INTRODUCTION

The business sector in Indonesia is undergoing significant changes, especially for Micro, Small and Medium Enterprises (SMEs). Increasingly unstable business conditions are becoming commonplace. Price hikes, rupiah depreciation, and local business bankruptcies are the main indicators of business imbalance in Indonesia, causing an increase in unemployment. Although the unemployment rate in Bandung City has started to decline, it is still relatively high.

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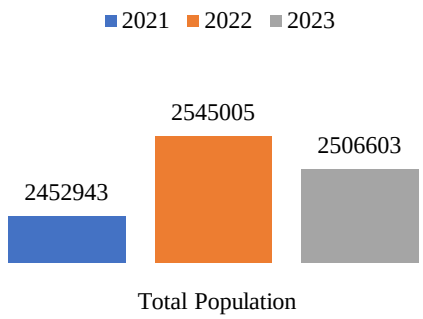

Figure 1. Population Level of Bandung City in 2021-2023
Source: (*Badan Pusat Statistik Kota Bandung*, 2024)

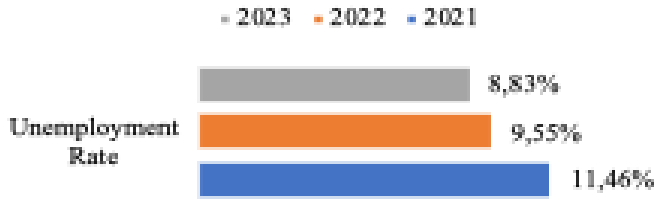

Figure 2. Unemployment Rate of Bandung City in 2021-2023
Source: (*Badan Pusat Statistik Kota Bandung*, 2024)

Figures 1 and 2 show a comparison between the population of Bandung City and the number of unemployed people in the city, revealing an imbalance between available job opportunities and the number of job seekers. The climate for entrepreneurship is becoming increasingly important as interest in various ventures, personal ambition and the desire for independence often trigger it. However, the constant emergence of new businesses leads to intensified competition. The dynamics of business competition result in significant changes in consumer demand, product management and the market environment.

The majority of SMEs are individualized, meaning that the success or failure of the business often depends on the owner or manager. Business managers play a critical role in determining entrepreneurial orientation, location, capital utilization, spending strategies, and target customers. In the entrepreneurial process, adaptation is key as it guides the steps required to ensure business continuity.

In addition to adaptation, product innovation is also very important. Innovative and unique products will increase competition and create a competitive advantage. Those who excel in competition will be better able to maintain and demonstrate superior marketing performance.

In Bandung City, particularly in the fashion industry, various Marketing Performance evaluation methods are used, including measuring the intensity of competition between businesses. Fashion business entities show diversity in operational duration and profitability, which marks the success of their marketing performance. Facing increasing competition, fashion businesses in Bandung City must maintain their advantage by prioritizing excellence for consumers, building a strong business culture, and creating an atmosphere that supports innovation and creativity.

Given these challenges, it is important for SMEs in the fashion sector to understand what factors can improve their marketing performance. By understanding the influence of entrepreneurial orientation, product innovation, and competitive advantage on marketing

performance, SMEs in Bandung City can develop the right strategies to improve their competitiveness and business sustainability in the midst of increasingly fierce competition.

2. METHOD

This research is a representation that depicts the relationship between various aspects and focuses on the interaction model between entrepreneurial orientation, product innovation, competitive advantage, on marketing performance. This research was conducted in Bandung City with the main subjects being owners or managers of fashion SMEs in the area. Sampling was done comprehensively with a sample size of 100 SMEs owners, using the simple random sampling technique. (Latpate et al., 2021) This technique is advantageous for selecting a sample of n units from a total of N units, providing an equal chance for each unit in the population, especially in homogeneous populations. Data collected consisted of primary data through questionnaire distribution using Likert scales with a rating of 1-5 (strongly disagree-strongly agree), as well as secondary data obtained from reviews and previous research adjusted to the needs of this study. The data analysis process began with testing validity and reliability. The data analysis techniques used in this study include path analysis techniques by testing multicollinearity, heteroskedasticity, data normality, simultaneous testing, partial testing, multiple linear regression testing, and determination testing, using SPSS 25 software for Windows as a data analysis tool. Below are some literature reviews and hypotheses in this study.

2.1. Market Performance

Marketing performance reflects how well a business achieves its strategic objectives, including growth and profitability (Elwisam & Rahayu Lestari, 2019). For SMEs, marketing performance indicates their ability to achieve set marketing goals (Pudyastuti & Saputra, 2021), such as increased sales, market share, and customer loyalty as stated by Suryati (2015) in (Zainuddin & Sudarmiatin, 2023).

The success of SMEs marketing performance has a significant impact on their ability to survive in competitive markets (Wirawan, 2017). This can be achieved through effective marketing strategies to enhance their marketing performance (Hanifawati & Listyaningrum, 2021). Philip Kotler, as cited by Musfar (2020) and referenced by (Zainuddin & Sudarmiatin, 2023), defines marketing performance as a company's achievement in reaching its objectives through marketing activities, including sales, market share, profit, and growth.

In the digital era, the marketing performance of SMEs becomes a key factor in business success (Gita Sugiyarti & Elia Ardyan, 2017). This performance evaluation can be conducted using indicators such as business transaction data, increased revenue, and growing customer numbers.

2.2. Entrepreneurial Orientation

Entrepreneurial Orientation refers to the strategy adopted by a company to determine its entrepreneurial decision-making approach, encompassing techniques, procedures, and practices (Boso et al., 2013; Dai & Si, 2018; Ribeiro et al., 2021). This reflects the clear or indirect choices of the company in its operations, demonstrating its characteristics as an entity active in creativity, daring to take risks, and striving to lead the market through proactive innovation to gain competitive advantage (Wang et al., 2020).

Entrepreneurial Orientation is also a manifestation of entrepreneurial tendencies, driving the activities of an entrepreneur (Sellappan & Shanmugam, 2020; Hughes & Morgan,

2007) emphasize that marketing performance can be evaluated by considering indicators such as innovativeness, proactiveness, risk-taking, autonomy, and competitive aggressiveness.

2.3. Product Innovation

Cooper (2005), as cited in (Lubis & Pakpahan, 2024), asserts that product innovation plays a key role in attracting consumer attention. Essentially, innovation refers to new steps related to product development. Thompson (1965) and Hurley and Hult (1998), as cited in (Lubis & Pakpahan, 2024), describe innovation as a concept that encompasses the adoption of new ideas, products, or processes. Hurley and Hult (1998), also cited in (Lubis & Pakpahan, 2024), view innovation as a mechanism for companies to adapt to dynamic environments. Therefore, companies must have the ability to generate new ideas and offer innovative products and services that satisfy customers. Rhenald (2010), cited in (Lubis & Pakpahan, 2024), emphasizes that innovation involves the ability to see situations from a new and creative perspective. Collaboration between companies is also a key factor in developing product innovation (Lubis & Pakpahan, 2024; Un et al., 2010).

According to (Wahyuni & Sara, 2020), innovation encompasses a company's efforts to discover new or improved things through the identification, acquisition, and implementation of tasks related to products, services, processes, administration, management, as well as marketing strategies and organizational structure. A corporate culture that fosters innovation and direct competition directly influences efforts in product innovation (Asaah et al., 2020). Product innovation includes all new steps in a company's product or service development, including modifications to existing products, product line expansions, promotion of new product lines, and new products that meet consumer needs and preferences (Sukartini et al., 2019).

Companies focused on growth also tend to engage in new ideas, creative processes, and experiments to create new products or services (García-Cruz et al., 2018; Lin et al., 2008). Product innovation refers to the development of new products that attract consumer interest, stimulate buying desire, and enhance purchase decisions (Rosdiana, 2024). Key indicators of product renewal include product features, design, and quality (Philip Kotler & Kevin Lane Keller, 2008).

2.4. Competitive Advantage

Competitiveness reflects the comparison of capabilities and performance among business entities such as companies, sub-sectors, or even countries in the market. National competitiveness, according to (Balanovska et al., 2019; Pangarso et al., 2020), can be achieved through the accumulation of strategic competitiveness of each business entity within it. The value-added creation process occurs within the company, as explained by Kuncoro (2007) in (Bambang et al., 2021a).

The World Economic Forum asserts that national competitiveness is an indicator of a country's economic ability to achieve sustainable economic growth, as explained by Porter (2001) in (Bambang et al., 2021a). Porter (2001) highlights the importance of competitiveness as it can drive productivity, enhance economic self-reliance, expand regional economic capacity, and efficiency through market mechanisms.

Competitive advantage can be seen through various activities carried out by SMEs, ranging from design, production, marketing, to business support. SMEs are considered to have a competitive advantage when they successfully implement strategies not yet used by current competitors, as explained by (Tutri Hanggari Citra Rini et al., 2021). Key indicators of competitive advantage include product uniqueness, product quality, and cost affordability.

2.5 Hypotheses

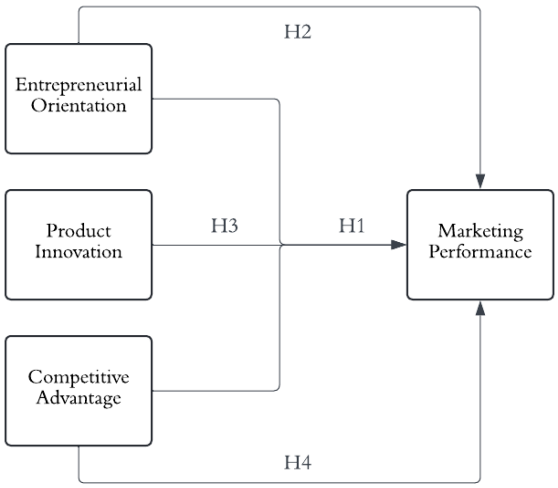

Figure 3. Conceptual Framework Hypotheses

The figure 3 illustrates the conceptual framework and hypotheses in this study. The following is a review of related literature and hypotheses:

H1. Entrepreneurial Orientation, Product Innovation, and Competitive Advantage have an influence on the Marketing Performance.

According to (Yaskun et al., 2023), entrepreneurial orientation characterized by proactive behavior and resource allocation to innovative projects, plays an important role in improving business performance by quickly capturing market opportunities. In addition, firms with a strong entrepreneurial orientation exhibit a competitive advantage, enabling them to adapt effectively to dynamic market conditions. Product innovation, as another key factor, significantly impacts business performance by driving profitability, sales growth and customer expansion. While innovation itself may not directly affect SMEs business performance, it serves as a critical component in enhancing competitive advantage which in turn positively impacts overall business performance. Moreover, competitive advantage derived from factors such as market orientation and entrepreneurial orientation, plays a critical role in improving business performance metrics such as profitability, sales, and customer acquisition. These interrelated relationships emphasize the importance of entrepreneurial orientation, product innovation, and competitive advantage in driving marketing performance and overall business success.

H2. Entrepreneurial Orientation has an influence on the Marketing Performance

Entrepreneurial Orientation has a significant effect on a firm's marketing performance. According to (Ha, 2022), companies that have high entrepreneurial orientation tend to be more innovative in developing new products and services to respond to market changes. They are also more proactive in identifying and capitalizing on new business opportunities before competitors. In addition, companies with strong Entrepreneurial Orientation dare to take calculated risks to achieve competitive advantage. Therefore, Entrepreneurial Orientation

enables companies to stay ahead in terms of innovation, capture new market shares, and respond quickly to changing customer preferences, thereby improving their marketing performance.

H3. Product Innovation has an influence on the Marketing Performance

According to (Yusuf et al., 2023), product innovation plays an important role in improving marketing performance by enabling companies to respond to changing market needs. Innovation, differentiation, and speed of service are the driving forces to improve competitiveness and dominate market share. Higher innovation capabilities enable SMEs to utilize their digital platforms more effectively to improve business agility and marketing performance. Continuous product innovation helps companies to stay relevant and attractive to customers, ultimately improving their marketing performance.

H4. Competitive Advantage has an influence on the Marketing Performance

According to the research in the journal (Yusuf et al., 2023), competitive advantage allows SMEs to have higher performance compared to competitors in the same industry or market. Competitive advantage is gained through the ability of SMEs to leverage their internal strengths and respond to external environmental opportunities, as well as minimize internal weaknesses. Increased competitive advantage makes it easier for SMEs to achieve high business agility, which contributes to improved marketing performance. In addition, competitive advantage emphasizes speed and flexibility as key attributes in adapting to environmental turbulence, which is similar to the concept of innovation.

3. RESULTS AND DISCUSSION

3.1. Result

3.1.1. Normality Test

The normality check is performed by evaluating the standard plot graph. If the points are evenly distributed around the diagonal line and follow the pattern of the diagonal line, it indicates that the assumption of normality is met.

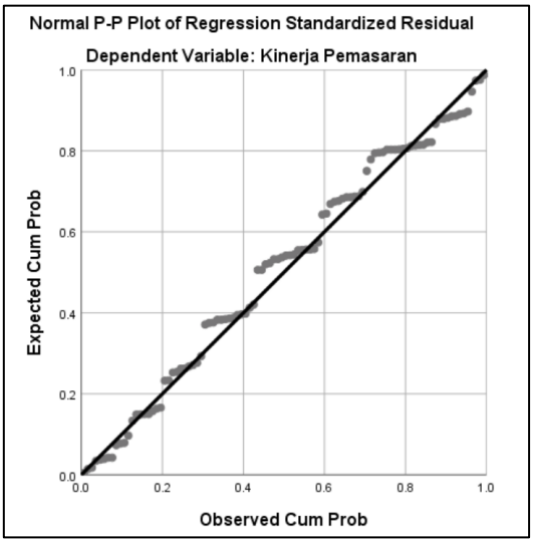

Figure 4. Normality Test Results

The figure above shows that if the dispersion follows the direction of the line around the diagonal, it is considered in line with the assumption of normality.

3.1.2. Multicollinearity Test

Multicollinearity occurs when there is a significant correlation between at least two independent variables in the model. If the VIF points exceed 10, this indicates the presence of multicollinearity.

Table 2. Multicollinearity Test Results

Coefficients[a]			
		Collinearity Statistics	
Model		Tolerance	VIF
1	entrepreneurial orientation	.832	1.202
	product innovation	.891	1.122
	competitive advantage	.885	1.130

The table above shows that the Variance Inflation Factor (VIF) for each independent variable in the regression model is less than 10.00, and the tolerance values for each variable are greater than 0.10. This indicates that there is no indication of multicollinearity in the regression model.

3.1.3. Heteroskedasticity Test

Heteroskedasticity occurs when the variation of the regression residuals changes systematically with the variation of the points of the independent variable.

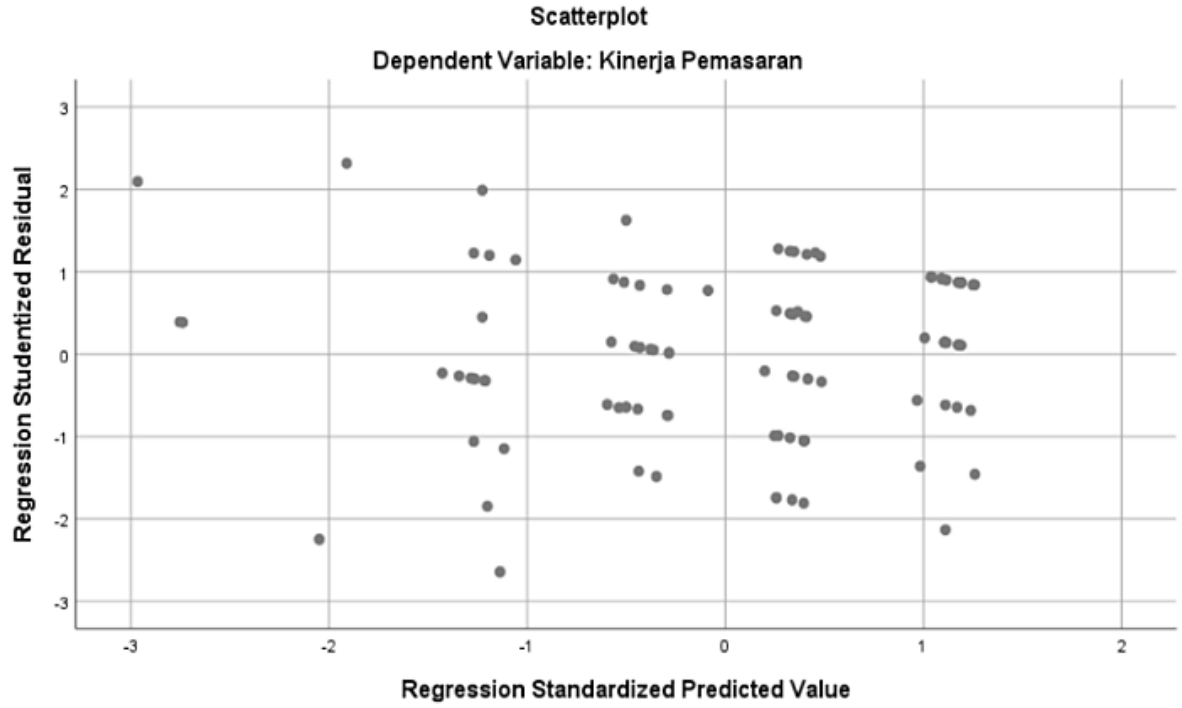

Figure 5. Heteroskedasticity Test Result

From the scatterplot above, it can be seen that the points are evenly distributed and not clustered around the x and y axes. This indicates that there is no clear pattern of relationship between the independent variable and the dependent variable in terms of error variation

(heteroskedasticity). Therefore, it can be concluded that there is no indication of heteroskedasticity in the data shown in the scatterplot.

3.1.4. Simultaneous Test

Table 3. Simultaneous Test Result

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	35.396	3	11.799	6.610	.000[b]
	Residual	171.354	96	1.785		
	Total	206.750	99			

With an F-value of 6.610 exceeding the F-table of 2.70, and a significance value (sig.) 0.000 which is less than 0.05, it can be concluded that Entrepreneurial Orientation, Product Innovation, and Competitive Advantage collectively impact Marketing Performance (Y). Therefore, hypothesis (H1) is accepted.

3.1.5. Partial Test

To evaluate the impact of each independent variable on the dependent variable, a t-test is conducted with a significant confidence level of 5% or 0.05. The t-table used is 1.985. The partial test is performed by comparing the t-value with the t-table at the 5% confidence level. If the t-value exceeds the t-value, then the hypothesis can be accepted; however, if the t-value is lower or equal to the t-table, then the hypothesis is rejected.

Table 4. Partial Test Result

	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	6.312	1.863		3.388	.001
Entrepreneurial Orientation	.003	.062	.005	.049	.961
Product Innovation	.460	.112	.403	4.091	.000
Competitive Advantage	.041	.107	.038	.387	.700

Based on the information presented in the Table 4, the t-score for Entrepreneurial Orientation stands at 0.049, below the t-table of 1.985, and its significance level of 0.961 exceeds the threshold of 0.05. This suggests that Entrepreneurial Orientation does not exert a significant influence on the marketing performance of SMEs in Bandung City.

Similarly, the t-value for Competitive Advantage is 0.387, below the t-table of 1.985, and its significance level of 0.700 exceeds 0.05. This implies that Competitive Advantage also lacks a substantial impact on the marketing performance of SMEs in Bandung City.

Conversely, the t-value for Product Innovation is 4.091, surpassing the t-table of 1.985, and its significance level of 0.000 is below 0.05. This indicates a significant impact of Product Innovation on the marketing performance of SMEs in Bandung City.

3.1.6. Multiple Linear Regression Tests

From the Table 5, the formula Y = 6.312 + 0.003 X1 + 0.460 X2 + 0.041 X3 + e was derived. From the formula above, the following can be outlined:

a. The variables Entrepreneurial Orientation, Product Innovation, and Competitive Advantage show a positive impact on the Marketing Performance of fashion SMEs in Bandung City.

b. The coefficient of the Entrepreneurial Orientation variable is 0.003, indicating an increase in Marketing Performance with an increase in the Entrepreneurial Orientation variable of 0.3%.
c. The coefficient of the Product Innovation variable is 0.460, indicating an increase in Marketing Performance with an increase in the Product Innovation variable of 46%.
d. The coefficient of the Competitive Advantage variable is 0.041, indicating an increase in Marketing Performance with an increase in the Competitive Advantage variable of 4.1%.

Table 5. Multiple Linear Regression Tests Result

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	6.312	1.863		3.388	.001
	Entrepreneurial Orientation	.003	.062	.005	.049	.961
	Product Innovation	.460	.112	.403	4.091	.000
	Competitive Advantage	.041	.107	.038	.387	.700

3.1.7. Determination Tests

The Adjusted R-squared of 0.145 or 14.5% indicates that the independent variables, including Competitive Advantage, Product Innovation, and Entrepreneurial Orientation, contribute 14.5% to the variation in the dependent variable, Marketing Performance. However, approximately 85.5% of the variation in Marketing Performance is influenced by other factors not included in the model. This suggests that there are still other significant factors influencing marketing performance apart from the variables considered in the regression analysis.

Table 6. Determination Tests Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.414[a]	.171	.145	1.336

3.2. Discussion

3.2.1. Partial Effect of Entrepreneurial Orientation on Marketing Performance

This study found that entrepreneurial orientation does not have a significant influence on the marketing performance of fashion SMEs in Bandung City. This finding is consistent with previous research which shows that although entrepreneurial orientation has a positive impact on marketing performance, its effect is only 14.92% according to research (Merakati et al., 2017) and 4% according to (Wulan Tresna & Jaja Raharja, 2019). The similarity of these results is likely due to the characteristics of SMEs in Bandung City which are still small in scale, so the impact of entrepreneurial orientation has not been seen significantly on marketing performance. In order to gain a deeper understanding, further research is needed that explores other factors that may moderate the relationship between entrepreneurial orientation and marketing performance in fashion SMEs. These factors could include government support, access to finance, business networks, and innovation capacity. This additional research can help identify more effective strategies to improve marketing performance through entrepreneurial orientation.

3.2.2. Partial Effect of Product Innovation on Marketing Performance

This study found that product innovation has a significant influence on the marketing performance of fashion SMEs in Bandung City. This finding is consistent with previous

research which states that product innovation is an important factor in improving marketing performance (Cudai et al., 2024; Merakati et al., 2017; Suendro, 2011). However, these results contradict research (Wulan Tresna & Jaja Raharja, 2019) which states that product innovation is not strong enough to influence business performance. Product innovation enables fashion SMEs to offer unique and attractive products to consumers, thereby improving competitiveness and marketing performance. Further research is needed to explore the types of product innovation that are most effective in improving the marketing performance of fashion SMEs in Bandung City.

3.2.3. Partial Effect of Competitive Advantage on Marketing Performance

This study found that competitive advantage has no significant effect on the marketing performance of fashion SMEs in Bandung City. This result contradicts several previous studies which show that competitive advantage has a positive impact on marketing performance (Balanovska et al., 2019; Bambang et al., 2021b; Merakati et al., 2017). However, this finding is consistent with research by (Wulan Tresna & Jaja Raharja, 2019). This difference in results may be due to the view of SMEs that are still limited to indicators of competitive advantage, namely price and product quality, without considering other aspects such as service, distribution network, or product differentiation. Therefore, further research is needed to explore more comprehensive indicators of competitive advantage for fashion SMEs in Bandung City.

3.2.4. Simultaneous Effect of Entrepreneurial Orientation, Product Innovation, and Competitive Advantage on Marketing Performance

This study found that entrepreneurial orientation, product innovation, and competitive advantage simultaneously have a significant influence on the marketing performance of fashion SMEs in Bandung City. This finding is in line with previous research which states that the combination of the three factors contributes to improving marketing performance (Merakati et al., 2017; Wulan Tresna & Jaja Raharja, 2019). Entrepreneurial orientation enables SMEs to better identify and capitalize on market opportunities, while product innovation helps them offer products that are unique and in line with consumer preferences. In addition, competitive advantage enables SMEs to compete effectively with other competitors in the market. The combination of these three factors can create synergies that enhance the attractiveness of SMEs' products and services in the eyes of consumers, thereby improving overall marketing performance. However, this study found that the contribution of these three factors to the variation in marketing performance was only 14.5%. This suggests that there are still other factors not explored in this study that could potentially have a significant influence on the marketing performance of fashion SMEs in Bandung City. Therefore, further research is needed to identify and explore other factors that may contribute to the marketing performance of SMEs.

4. CONCLUSION

Based on the research results presented above, several conclusions can be drawn as follows:

1). Simultaneously, the variables Entrepreneurial Orientation, Product Innovation, and Competitive Advantage have a significant influence on the Marketing Performance of fashion SMEs in Bandung City.
2). Partial Influence a). Product Innovation has a significant influence on the marketing performance of fashion SMEs in Bandung City, the better the product innovation carried out, the higher the marketing performance achieved, b). Entrepreneurial Orientation and

Competitive Advantage has no significant effect on the marketing performance of fashion SMEs in Bandung City.

3). Based on the research result the variables Competitive Advantage, Product Innovation, and Entrepreneurial Orientation contribute 14.5% to the variation in Marketing Performance, while the remaining 85.5% is influenced by other factors not included in this research model.

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