

Influence of Market Orientation, Learning Orientation, and Innovation Capabilities and Their Impact on Competitive Advantage and Company Performance

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ABSTRACT

To meet the needs of heterogeneous consumers, companies must be market-oriented and innovate to advance company performance. This research will analyze the influence of market orientation, learning orientation, innovation capabilities, and their impact on competitive advantage and company performance in Ngelorejo bamboo craft center, Gunung Kidul district, Indonesia. In the collection of data, this study used questionnaires with the number of respondents as many as 88 respondents bamboo artisans. The analysis method used is *Structural Equation Modeling (SEM)* and the analysis tool used is Smart PLS 3.0. The results of this study showed that market orientation has a significant effect on innovation capabilities, learning orientation has a significant effect on innovation capabilities, market orientation has no significant effect on competitive advantage, market orientation has a significant effect on company performance, innovation capability has a significant effect on competitive advantage, a competitive advantage does not have a significant effect on company performance.

Keywords: Market orientation, Learning orientation, innovation capabilities, Competitive advantages, Company performance.

INTRODUCTION

In era 4.0 (Cyber-Physical System), rapid changes in science and technology caused inevitable competition. Thus making companies faced with various opportunities and threats arising both from home and abroad, this intense competition requires companies to be swift to fight for the market. It requires the company to determine the right strategy in marketing its products, constantly trying to understand the desires of consumers and be able to innovate the products they have. Rapid technological and scientific advances make industries continue to develop the technology they have, with the aim of meeting the needs of increasingly heterogeneous consumers. With good technological advancements, companies can continue to innovate the products they have to fit consumer demand.

The existence of Small and Mid-size Enterprises (SMEs) is one of the economic pillars of the Indonesian people. The presence of SMEs helps the state in absorbing labor, the formation of the National Gross Domestic Product (GDP), the value of national exports, and national investment. This is in line with Fatmawati, Nurlaila, Sukoco, Ade, and Utomo's (2018) statement who said that the more SMEs exist then the more income that will go into the state's treasury. Therefore, the existence of Indonesian SMEs is very important and must be considered by the Indonesian government. So that existing SMEs can continue to innovate and meet the needs of domestic and foreign consumers. Craftsmen at the Industrial Center for Bamboo Crafts Paduhukan Ngelorejo, Natah Village, Ngilpar District is one of the largest bamboo industries in Gunungkidul which has obstacles in marketing the products it produces, in addition to limited capital and production equipment, lack of knowledge of how to sell products, product form innovation, and knowledge of products that match the needs and desires of the market, causing the resulting product to be unsold.

Learning for craftsmen is needed to support the existence of innovation. By continuing to learn, both coaching and self-taught, craftsmen will continue to create and encourage innovation. Good learning such as training must be facilitated by the government as a stakeholder who has actual networks and information. So that later the learning that has been done can lead to an innovation that suits the needs of consumers. The training has also been recognized by the craftsmen as a means to get to know products that are innovative and needed by consumers. Then the craftsmen after attending the training can sell products that suit consumer needs. The role of learning is not only carried out by companies but is the responsibility of the government to be able to develop SMEs through training. If the learning practice has been carried out, the craftsmen must apply it in innovation. According to Fontana (2011), innovation as economic success thanks to the introduction of new ways or new combinations of old ways of transforming inputs into outputs (technology) which results in large or drastic changes in the comparison between the use-values perceived by consumers for the benefits of a product (goods and/or services) and the price set by the producer. The lack of craftsman skills will also have an effect on meeting consumer needs. Through market orientation practices, innovation capabilities and competitive advantage become an effort of the company to improve the company's performance. A company's performance is an achievement of a company within a certain period. Usually, parameters are

determined through the financial statements of the company. By showing a good performance, it is possible that the level of craftsmen's income also increases.

LITERATURE REVIEW

Innovation Capability

According to Lawson and Ben (2001), innovation capability's the concept of how companies turn their ideas into innovation. There are 2 (two) factors, namely: the size of the company and the company's operating experience to identify the causes of the difference in the process of building innovation capabilities, and 7 (seven) factors for analyzing the process of building innovation capabilities, among others: research and development, human resource quality, interaction and communication with outsiders, technology strategies, new product development, marketing capabilities, and production and operations capabilities.

- a. Company Size
- b. Time
- c. Research and Development
- d. Human Resource Capabilities
- e. Interaction and Communication with Outsiders
- f. Use of Technology
- g. Marketing Capabilities
- h. New Product Development
- i. Production and Operations Capabilities

Market Orientation

Best (2009) explains that market orientation is not just the responsibility of the marketing function, but the participation of each department in the collection, dissemination, and follow-up of market information. In addition, market orientation focuses on the market that includes the customer and the factors or forces that affect it. The market orientation indicators are as follows (Wahyudin, 2015):

- a. Customer orientation: The company's willingness to understand the needs and wants of its customers.
- b. Competitor orientation: The company's willingness to monitor the strategies implemented by its beaches.
- c. Market information: The company's efforts to seek information about the market conditions of the industry.

Learning Orientation

Commitment to learning is the level of organizational value to promote a culture of learning (Keskin, 2006). A shared vision is focused on internal communication that motivates all members of the organization who have a perception of goals and directions to learn (Sinkula, Baker, & Noordewier, 1997).

In this study, learning orientation using Sinkula et al., (1997) states that learning orientation can be studied in three dimensions, namely: commitment to learning, sharing vision, and open thinking.

Competitive Advantage

Competitive advantage is the extent to which an organization is able to create a position that can sustain the market as long as the competition remains. In this

study using indicators of competitive advantage are as follows (Hartanty & Ratnawati, 2013):

- a Product uniqueness
- b Product quality
- c Competitive price

Company Performance

This study uses the Company Performance Indicator by Listyarso (2005) which proposed measuring the company's performance based on six indicators as follows:

- a Achieving planned sales targets.
- b Growth (increase) in sales.
- c Increased number of company customers.
- d Achievement of the company's predetermined profit targets
- e Achieving sales profit targets on each project
- f Good ability to make a profit.

Relationships Between Variables

- a. The Relationship Between Market Orientation and Innovation Capabilities
The success of innovation is influenced by the company's orientation toward the market. Deshpande, Farley, and Webster's (1993) research show that market orientation results in superior innovation and greater success of new products.
- b. The Relationship Between Learning Orientation and Innovation Capabilities
Meanwhile, Stata (1992) argues that the company's learning process is a way to develop the innovation process in the company and even the learning ability of each company personnel is a continuous competitive advantage for the company. Based on the empirical research from Hurley and Hult (1998) which said there is a positive influence between organizational learning and innovation.
- c. The Relationship between Market Orientation and Competitive Advantages
Implementation of market orientation will bring influence to increase competitive advantage. Research conducted by Juan and Zhou (2010) says that market orientation has a positive impact on competitive advantage.
- d. Relationship Between Market Orientation and Company Performance
Studies provide empirical support for the existence of a positive relationship between market orientation and performance including research conducted by Juan and Zhou (2010) which states that market orientation has a significant effect on company performance. Narver and Slater, (1990) revealed that market orientation includes customer orientation, competitor orientation, and coordination that have a positive impact on business performance. Market orientation ensures good business performance as top management and other employees have relevant sources of information regarding customer needs and competitor strategies as well as a high tendency to provide better customer satisfaction.
- e. The Relationship Between Innovation Capability and Competitive Advantage

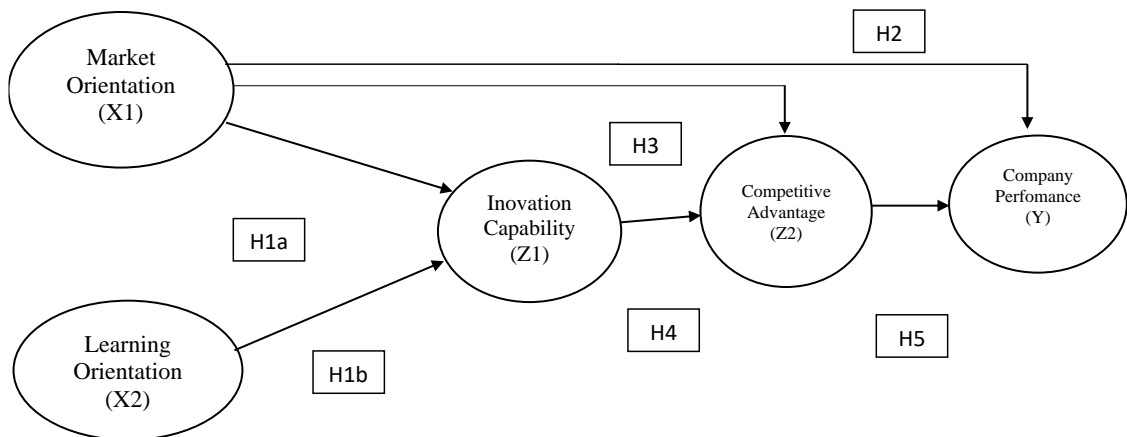
Siyamtinah, Sulisty, and Rahmani (2011) stated that increasing innovation capabilities will have an effect on the increasing performance of SMEs. Droge and Vickrey's research (cited in Kaur & Mantok, 2015) found that a product can be used as a source of competitive advantage. Companies that are able to make products according to the needs and wants of customers, then the product will be able to survive in the midst of competition. Thus, innovation can be used as a source of competitive advantage for companies.

f. **The Relationship Between Competitive Advantage and Company Performance**

Juan and Zhou (2010) recognize that competitive advantage has a significant influence on performance as measured by sales volume, profit rate, market share, and return on investment. Herman, Hady, and Arafah (2018) stated that having a positive and significant competitive advantage has an impact on the performance of small and medium-sized companies. Competitive advantage can result from a company's ability to manage and utilize its resources and capital. Competitive advantage is an important factor to produce a good performance.

Conceptual framework of the research

Figure 1. Conceptual framework of research



Based on the conceptual framework above, the following research hypotheses are stated:

- a. H1a: Market orientation has a significant impact on innovation capabilities
- b. H1b: Learning orientation has a significant effect on innovation capabilities
- c. H2: Market orientation has a significant effect on the company's performance
- d. H3: Market orientation has a significant effect on competitive advantage
- e. H4: Innovation capabilities have a significant effect on competitive advantage
- f. H5: Competitive advantage has a significant effect on company performance

RESEARCH METHOD

This research uses a quantitative approach. The study used path analysis, which is a technique for analyzing the causal relationships that occur in multiple regressions if the free variable affects dependent variables, not only directly but also indirectly (Retherford, 1993). In this study, the researchers used survey research. The data used in this study is primary data.

The population in this study is the entire business unit at the center of bamboo craft Padukuhan Ngelorejo, Natah Village, Nglipar Subdistrict, and Gunungkidul. According to information from the Gunungkidul District Industry Office, there are about 88 business units located in the center of the Padukuhan Ngelorejo bamboo craft industry. Samples from this study are Padukuhan Ngelorejo Bamboo Industry Center, Natah Village, Playen Subdistrict, Gunungkidul, Yogyakarta. In this study, the sampling technique used is nonprobability sampling with census technique or total sampling. Variable measurements use the Likert scale. The data analysis method used in this study is path analysis or it can be said partial least square structural equation modeling (PLS-SEM).

RESULTS

Validity Test Results

After the elimination of instruments whose value is less than 0.7, the results of the validity test are shown in Table 1.

Table 1. Outer Loadings

	Inovation Capability	Competitive Advantage	Company Performance	Learning Orientation	Market Orientation	Description
KB1		0,815				VALID
KB2		0,851				VALID
KB3		0,890				VALID
KI1	0,856					VALID
KI2	0,800					VALID
KI3	0,809					VALID
KI5	0,765					VALID
KI7	0,840					VALID
KI8	0,786					VALID
KI9	0,853					VALID
KP1			0,867			VALID
KP3			0,885			VALID
KP4			0,873			VALID
KP5			0,884			VALID
OB1				0,891		VALID
OB2				0,873		VALID
OB3				0,927		VALID
OP1					0,880	VALID
OP2					0,912	VALID
OP3					0,886	VALID

Full Model Reliability Test Results

Table 2. Construct Reliability and Validity

	Cronbach's Alpha	Information
Innovation Capability	0,916	RELIABLE
Competitive Advantage	0,811	RELIABLE
Company Performance	0,900	RELIABLE
Learning Orientation	0,879	RELIABLE
Market Orientation	0,873	RELIABLE

Table 2 shows that reliability tests are conducted on question items that are declared valid. Results from **Cronbach's Alpha** showed that the value of the Innovation Capability instrument was 0.916, the value of the Competing Excellence instrument was 0.811, the company's performance instrument value was 0.900, the value of the Instrument's Fifteenth Orientation was 0.879, and the market orientation instrument's internal value was 0.873. Of the five intrusions, none showed Cronbach's **Alpha** <0.6, so all five instruments could be declared reliable or qualified.

Composite Reliability Value, Cronbach's Alpha, and Average Variance Extracted (AVE)

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Innovation Capability	0,916	0,917	0,933	0,666
Competitive Advantage	0,811	0,811	0,888	0,727
Company Performance	0,900	0,905	0,930	0,769
Learning Orientation	0,879	0,879	0,925	0,805
Market Orientation	0,873	0,873	0,922	0,797

Source: SmartPLS 3 data process 2021

Based on Table 3 it can be seen that *the composite reliability value* in each variable is >0.70 so it can be concluded that each variable has met **the composite reliability**. *Cronbach's alpha* values on all five variables indicate a value of >0.70, so the results can indicate that each variable has qualified reliability. The *average variance extracted (AVE) value of all five* variables has a value of >0.50 which means that the value supports convergent *validity* before.

Inner Model Testing

Variant Analysis (R2) or Determination Test is to find out the magnitude of the influence of independent variables on the dependent variable, the value of the coefficient of determination can be shown in Table 4 below:

Table 4. R -Square

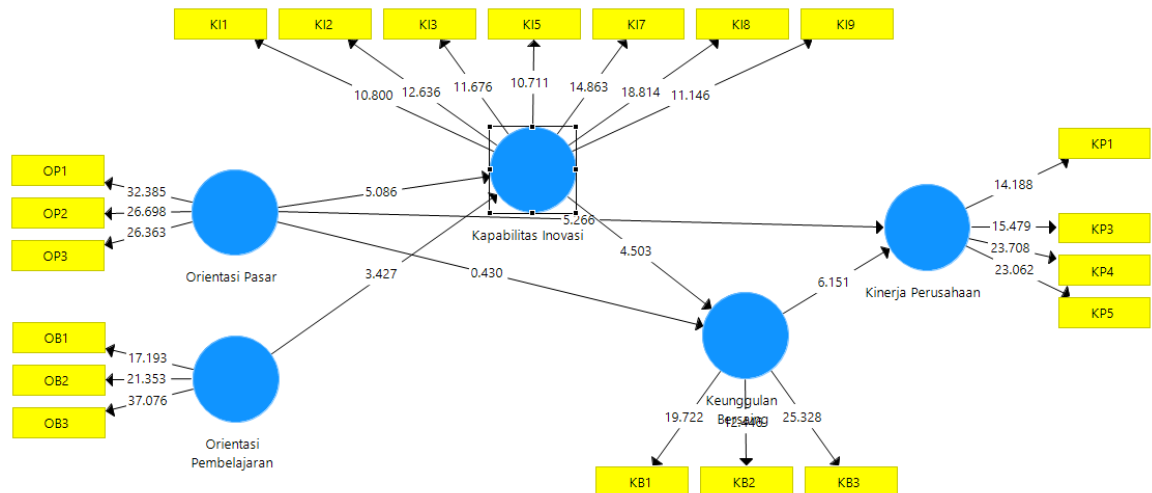
	R Square	R Square Adjusted
Innovation Capability	0,540	0,506
Competitive Advantage	0,727	0,707
Company Performance	0,770	0,753

Based on the R-square in Table 4 shows that market orientation and learning orientation are able to explain the variability of innovation capability contract by 54.0% and the remaining 56.0% explained by another contract beyond those studied in this study. The table shows that innovation capabilities are able to explain the variability of the competitive advantage of 72.7% and the remaining 27.3% explained by other contractors beyond those studied in this study. The table can be shown the advantage of the competing ability to explain the variability of the company's performance contract by 77.0% and the remaining 23% was controlled by other contractors beyond those studied in this study.

Hypothesis Testing

Hypothesis testing is based on the results of inner model testing which includes R-square output, parameter coefficients, and t-statistics. *The rules of thumb used* in the study were t-statistics >1.96 with a significance level of the p-value of ≤ 0.05 (5%) and a positive beta coefficient. The test value of this research hypothesis can be shown in Table 5 and the results of this research model can be described as seen in Figure:

Figure 2. Bootstrapping Model



Source: SmartPLS 3.0 data process 2021

Table 5. Path Coefficients, Mean, Stdev, T-Values, P-Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Innovation Capability-> Competitive Advantage	0,541	0,536	0,132	4,107	0,000
Competitive Advantage -> Company Performance	0,461	0,454	0,078	5,913	0,000
Market Orientation -> Innovation Capability	0,473	0,483	0,095	5,003	0,000
Market Orientation -> Competitive Advantage	0,051	0,049	0,127	0,404	0,687
Market Orientation -> Company performance	0,410	0,418	0,076	5,371	0,000
Learning Orientation -> Innovation Capability	0,284	0,290	0,084	3,382	0,001

H1a hypothesis testing tests whether market orientation has a significant effect on innovation capabilities. Table 5 shows the value of the beta coefficient of market orientation towards innovation capabilities of **0.473**. A statistical t-value of **5,003 > 1.96** and a p-value of **0.000 < 0.05** means that value is significant. Thus, the H1a hypothesis that states market orientation has a significant effect on the capability of innovation is **accepted**.

H1b hypothesis testing tests whether learning orientation has a significant effect on innovation capabilities. Based on Table 5 shows the value of the beta coefficient of learning orientation towards innovation capabilities of **0.284**. A statistical T-value of **3,382 > 1.96** and a p-value of **0.001 < 0.05** means that value is significant. Thus the H1b hypothesis that states the orientation of learning has a significant effect on the capabilities of innovation **is accepted**.

H2 hypothesis testing tests whether market orientation has a significant effect on a company's performance. Table 5 shows the value of the beta coefficient of market orientation towards the company's performance of **0.410**. The statistical T-value of **5,371 > 1.96** and p-value of **0.000 < 0.05** means that the value is significant. Thus the H2 hypothesis that states market orientation has a significant effect on the company's performance **is accepted**.

H3 hypothesis testing tests whether market orientation has a significant effect on competitive advantage. Table 5 shows the value of the market orientation beta coefficient to a competitive advantage of 0.051. The statistical T-value of 0.404 **> 1.96** and p-value **0.687 < 0.05** means that the value is insignificant. Thus the H3 hypothesis that states market orientation has a significant effect on competitive advantage is **rejected**.

H4 hypothesis testing tests whether innovation capabilities have a significant effect on competitive advantage. Based on Table 5 shows the value of the beta coefficient of innovation capability against a competitive advantage of 0.541. A

statistical t-value of 4,107 >1.96 and a p-value of 0.000 < 0.05 means that value is significant. Thus the H4 hypothesis that states the capability of innovation has a significant effect on competitive advantage is **accepted**.

H5 hypothesis testing tests whether competitive advantage has a significant effect on a company's performance. Based on Table 5 shows the beta coefficient value of competitive advantage against the company's performance of 0.461. The t-statistical value of 5,913 > 1.96 and p-value of 0.000 < 0.05 means that value is significant. Thus the H5 hypothesis that states competitive advantage has a significant effect on the company's performance is **accepted**.

DISCUSSION

Based on the data, it is known that market orientation has a significant effect on innovation capabilities which means that understanding of market orientation for bamboo artisans in Ngelorejo is good. A deep understanding of market orientation can improve the company's capabilities in innovating, so that innovation can be effective and efficient. In practice artisans in Ngelorejo have applied a market-oriented culture. By producing "*tenggok*" (the name of one of the bamboo handicraft products) under the needs of consumers. This is evidenced by the absence of returns from consumers. However, craftsmen are still difficult to dare to make new products other than "*tenggok*". This research supports the research conducted by Lado and Maydeu (2001) which found that there is a positive impact of market orientation on insurance company innovation levels and innovation performance in the US and EU markets. Deshpande, Farley, and Webster (1993) state that market orientation will result in superior innovation and greater success of new products.

It was later discovered that learning orientation had a significant effect on the viability of innovation. Then there are implications that show the usefulness of training in the form of the use of technology. For example, the use of drill technology that was previously manual to automatically use a drilling machine to perforate bamboo. The use of drill technology can improve the production in terms of the neatness of bamboo webbing. However, craftsmen rarely do training periodically, because there is not much that can be changed from "*tenggok*" products. Instead, craftsmen always meet every Wednesday wage to exchange information between bamboo craftsmen as one of the practices of sharing the vision. The meeting conducted can gather all information and can be used as a foundation for innovation. The results of this hypothesis support research conducted by Calantonea, Cavusgila, and Zhaob (2002) which states that learning orientation has a positive effect on innovation capabilities, where managers must encourage employees to pursue knowledge that may be outside the scope of their work.

Furthermore, it was found that market orientation has a significant effect on the company's performance. The speaker in obtaining all the information about the needs of consumers is obtained by hammering the collector. Because the collector meets directly with the consumer. From the steamer, craftsmen can know consumer needs such as product size, seams or bamboo webbing, product shape, even green bamboo raw materials or black bamboo. With all the information,

artisans will produce products that suit the wants and needs of consumers. So that it has an impact on the level of sales and the level of return of goods. Market orientation not only helps improve competitiveness but also directly affects the company's performance. Studies provide empirical support for the existence of a positive relationship between market orientation and performance including research conducted by Juan and Zhou (2010) which states that market orientation has a significant effect on company performance. This research supports the research conducted by Herman et al. (2018) who said that a market-oriented company in carrying out its business activities will be able to improve the performance of small and medium-sized companies.

In this study, it was found that market orientation had no significant effect on competitive advantage. Based on the results of the analysis it can be described that indicators of market orientation, competitor orientation, and market information have not provided an adequate contribution to creating a competitive advantage. In the field implications, it was found that there was a dependency of craftsmen on collectors. Therefore, information about competitors was difficult to obtain for the craftsmen because they had never met in person with the competitors. Then there is information that is hampered in the collector, if not asked or not observed then the artisan will have a lack of information about competitors. According to Zainul, Astuti, Arifin, and Utami (2016), this condition occurs due to a lack of knowledge about market orientation, especially the relatively limited orientation of competitors for MSME owners. Therefore, the results of this study are not in line with the opinion of Juan and Zhou (2010) who said that market orientation has a positive impact on competitive advantage.

The results of this study show that innovation capabilities have a significant effect on competitive advantage. With high innovation capabilities, it can be characterized that artisans are able to create products that are superior to their competitors. Not only products, but capability improvement must also be improved in terms of corporate organization which includes marketing capabilities, HR capabilities, and interactions with outside parties. When viewed from experience, many HR has long been bamboo-woven craftsmen and some are even hereditary. In terms of technology, there is not much that can be developed. It is because the production is using manual techniques, and it is good without advanced technology. Solely, the regeneration of tools is less done by craftsmen because of capital limitations. In interview sessions, craftsmen complained about limited capital, even though capital is one of the important factors in supporting innovation capabilities. This research supports research conducted by Siyamtinah et al. (2011) which states that increasing innovation capabilities will have an effect on the increasing performance of small and medium enterprises. As Kusmantini, Mardiana, and Pramudita (2021) also state that the company is expected to improve the quality of innovation which in turn will increase the effect of Business Intelligence on competitive advantage.

Based on the data above, it is known that competitive advantage has a significant effect on the company's performance. This condition is conveyed by craftsmen where almost the product is always sold in the market and never gets a return from customers. Artisans from Ngelorejo are the largest suppliers of bamboo craft in Gunung Kidul, and the price can be competitive with products from outside

Ngelorejo. Many collectors are eyeing bamboo craft products from Ngelorejo because the price can be resold and of good quality. For that reason, every production artisans always get an optimal profit. The results of this study support research conducted by Herman et al. (2018) which states that having a positive competitive advantage will significantly have an impact on the performance of small and medium-sized companies.

CONCLUSION

Based on the results of analysis and discussion on the research above, it can be concluded that Market orientation has a significant influence on innovation capabilities. That is, the more the company understands the needs of the market will be more effective as well as the company's innovation capabilities. Furthermore, Learning orientation has a significant influence on the intensity of innovation. Which means, the higher the level of learning orientation applied, the higher the company's innovation capabilities. So that the company can continue to meet the needs of consumers through product innovations. Moreover, Market orientation has an insignificant influence on competitive advantage. Although the company understands the market demand if it is not accompanied by innovation capabilities then the company will not be able to compete in the market. Besides that, Market orientation has a significant influence on the company's performance. Thus, the more effective the orientation of the market, the higher the performance of the company. In addition, Innovation capabilities have a significant influence on competitive advantage. The better the company's capabilities, the better the company's competitive advantage in the market. On top of that, Competitive advantage has a significant influence on the company's performance. That is, the higher the competitive advantage of the company, the higher the performance of the company.

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