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***MARKETING PERFORMANCE: Connection with Product Orientation,  
Entrepreneurship Orientation and Pareto Sales Network***

**Daneya\*<sup>1</sup>, Nurul Ifadah<sup>2</sup>, Anugrah Muaffad<sup>3</sup>, Fatmasari<sup>4</sup>**

<sup>1234</sup>Entrepreneurship Study Program Dipa Makassar University

e-mail:<sup>1</sup> [daneyamuhammad2gmail.com](mailto:daneyamuhammad2gmail.com), <sup>2</sup> [nurulifadahft@gmail.com](mailto:nurulifadahft@gmail.com), <sup>3</sup> [anugerahmuaffad@gmail.com](mailto:anugerahmuaffad@gmail.com), <sup>4</sup> [fatmasari@undipa.ac.id](mailto:fatmasari@undipa.ac.id)

**ABSTRACT**

This study aims to analyze the effect of product orientation, entrepreneurial orientation and pareto sales network on Songkok To Bone SMEs in Bone Regency. This study uses a descriptive-quantitative approach with a causal correlation type. The population used in this study were all people UMKM actors in Bone Regency as many as 39 people. The method of determining the sample is full sampling. Data analysis techniques in this study, using descriptive analysis and multiple linear regression analysis. The research results show that (1) Product orientation has a positive and significant effect on the marketing performance of Songkok to' Bone MSME, (2) Entrepreneurial orientation has a positive and significant effect on the marketing performance of Songkok to' Bone MSME, (3) Pareto Sales Network has a positive and significant effect on MSME marketing performance Songkok to' Bone and (4) Product Orientation, Entrepreneurial Orientation and Pareto Sales Network have a positive and significant effect on the marketing performance of Sangkok to' Bone SMEs.

**1. BACKGROUNDS**

Marketing performance as a measure of achievement is also seen as a concept to measure the extent to which market performance has been achieved by a product. This measure is an indication of whether a business is progressing or not. Marketing performance is also often used as a factor to measure the impact of the strategy implemented to produce marketing performance such as sales volume, sales growth rate and market share (Nataya & Sutanto, 2018)

Marketing performance is a topic that is still being studied in the scientific literature. Various literatures show different terms in the marketing performance concept as well as the meta data reported by Gao (2010). However, it has been concluded that marketing performance is a measure of the effectiveness and efficiency of an organization's marketing activities with respect to market-related objectives, such as revenue, growth, and market share. (Ambler & Roberts, 2008), (O'Sullivan & Abela, 2007), (Wang, Dou, Zhu, & Zhou, 2015). This is reinforced by providing a consensus that marketing performance is important as a measure of a business's ability to continue to exist in an increasingly fierce competitive environment.

Micro, Small and Medium Enterprises (MSMEs) are independent business organizations that have a role in absorbing labor (Sukarno, 2018) and most important in the economic and industrial growth of a country ((Lantu, Triady, Utami, & Ghazali, 2016), to be a major factor in promoting private sector development and partnerships (Semrau, Ambos, & Kraus, 2016) because MSMEs make a significant contribution to gross domestic product (GDP) growth (Eberhard & Craig, 2013). Indonesia as a developing country places MSMEs as the dominant economic actors with a total of 56.54 million units or 99.99% of national economic actors. These MSMEs contributed to the formation of GDP according to current prices in 2017 of 58.05% and increased to 59.08% in 2018 (Bank Indonesia, 2018).

However, the large contribution of MSMEs in aggregate does not reflect the best performance of Indonesian MSMEs in domestic market competition and foreign markets. This is caused by various problems faced by MSME actors in Indonesia. As the 2017 Indonesian Entrepreneurs Association (APINDO) report states that first, the entrepreneurship skills of MSME players are still low in product innovation. Second, the level of expertise (level of expertise) is still inadequate in solving organizational and business management problems so that it is unable to carry out business activities efficiently, effectively and flexibly. Third, networking is still limited, hindering access to information, markets and input compared to MSMEs in other countries. Fourth, connectedness (linkage) is still minimal so that it cannot exploit both national and regional markets. Finally, access to finance is not in favor of MSME actors, so it is constrained in developing businesses on a larger scale. This weakness not only hinders the growth of MSME performance, but also weakens the competitiveness of MSMEs in a province(Lantu et al., 2016)

To be able to maintain the business owned so that it continues to grow and compete with other businesses, a competitiveness strategy is needed and more innovative thinking is needed, as well as making improvements to all existing elements, both in terms of processes or operations, marketing, management, leadership, and others.Kotler (2007)stated that marketing is a key factor in business success, not only how to create sales (selling) but how to satisfy customer needs. In the current era of globalization, the marketing paradigm has changed, from traditional product-oriented marketing which has evolved into a customer-oriented one where businesses pay more attention to the wants and needs of consumers.

Various approaches to understanding marketing performance are carried out by many researchers and marketing experts. Various factors were investigated and measured regarding their influence on marketing performance, including entrepreneurial orientation(Rauch, Wiklund, Lumpkin, & Frese, 2009),(Dimitratos, Lioukas, & Carter, 2004),(Tsai & Wang, 2017). Likewise with product orientation(Ogi, Massie, & Lapian, 2016). Another recent empirical study found a variable that also influences marketing performance, namely the Pareto Sales Network(Augusty Tae Ferdinand & Killa, 2018).

Product orientation, which is often referred to as product and process innovation orientation, is the most commonly used type of innovation in the small business context. Innovative product orientation reflects a change in the final product or service offered by a company, while process innovation represents a change in the way a company produces products and services ((Dibrell, Davis, & Craig, 2008). Several studies have reported a positive influence between product orientation on marketing performance.(Nataya & Sutanto, 2018)found that innovative product orientation has a positive effect on firm performance.Verhees (1999)proves that innovative products have a positive and significant impact on company performance. As well as Rosenbusch, Brinckmann, & Bausch (2011) shows that the relationship between innovative products and small business performance is highly dependent on the specific situation. Lisbon, Skarmas, & Lages (2011) argues that product orientation means producing high-quality products leading to a positional advantage that drives end-user demand and being able to pay a premium price can result in increased revenues and margins. Research resultAkgün, Keskin, Byrne, & Aren (2007) demonstrated the positive effect of innovative product orientation on firm performance. However, several other studies have provided different results Mavondo, Chimhanzi, & Stewart (2005) states that innovative products do not have a significant effect on marketing effectiveness.Darroch (2005) in his research on the

industrial sector in New Zealand also found that product innovation had no effect on performance, both as measured by financial performance and non-financial performance, namely market share and sales growth.

Entrepreneurial orientation plays an important role in improving business performance. Mulyani & Mudiantono (2015) reveals that entrepreneurial orientation becomes an acceptable meaning to explain business performance. According to Rauch et al., (2009) Entrepreneurial orientation and organizational culture are closely related to the strategy formulation process that will provide a basis for decision making and implementation of the organization's business. Entrepreneurial orientation plays an important role in improving business performance (Covin & Wales, 2012). Another study conducted by Pearce, Fritz, & Davis (2010) resulted in findings that entrepreneurial orientation is positively related to firm performance through the mediation of knowledge creation processes. Follow-up studies that support the application of entrepreneurial orientation in relation to company performance have been carried out by Galetic & Milovanovic (2008), as well as Merlo & Auh (2009) found a significant role of entrepreneurial orientation in moderating market orientation and the influence of marketing on improving marketing performance. Studies conducted by Semrau et al., (2016) found results consistent with the findings Rauch et al., (2009) that entrepreneurial orientation is a variable that is significantly related to marketing performance. Different results were suggested by the findings Wales, Gupta, Marino, & Shirokova (2019) that the entrepreneurial spirit partially does not determine company performance but through the interaction of strategic processes and changes in economic conditions in each country. So are the findings (Dimitratos et al., 2004); (Frank, Kessler, & Fink, 2010); (Tang, Tang, & Cowden, 2017); (Hatta, 2015) as well as Soinenen, Martikainen, Puumalainen, & Kyläheiko (2012) which shows that entrepreneurial orientation is not significant in improving marketing performance.

## 2. RESEARCH METHOD

This study uses a descriptive-quantitative approach with a causal correlation type, meaning that the relationship between the independent variables and the dependent variable is a causal relationship. The population used in this study were all people UMKM actors in Bone Regency as many as 39 people. The method of determining the sample is full sampling. Data analysis techniques in this study, using descriptive analysis and multiple linear regression analysis with the following equation:

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where :

AND = Marketing Performance  
X1 = Product Orientation  
x2 = Entrepreneurial Orientation  
X3 = *Pareto Sales Network*  
bo, b1,b2,b3 = Regression coefficient  
It is = error term

The effect of the independent variables on the dependent variable was tested with a confidence interval of 95% or alpha = 0.05. This can be known by conducting simultaneous tests and partial tests.

### 3. RESEARCH RESULTS AND DISCUSSION

#### Results

The effect of product orientation independent variables, entrepreneurial orientation and Pareto Sales Network on the dependent variable, namely Marketing Performance (Y) is known through multiple linear regression calculations. Based on the results of data processing using the SPSS 23.00 program, the following table is obtained:

Pareto Sales Network

**Table 1. Results of Multiple Linear Regression Analysis**

Variable	Cow. Right	t. count	t table df=35	Probability	r2 Partial
<i>Product Orientation (X1)</i>	0.211	2,282	2,131	0.704	0.540
<i>Entrepreneurial Orientation (X2)</i>	0.201	2,422	2,131	0.161	0.497
<i>Pareto Sales Network(X3)</i>	0.790	3,201	2,131	0.000	0.932
Constant :	0.219		F. Reason	: 67,752	
R square :	0.932		Prob.	: 0.000	
Multiple R :	0.928		n	: 39	

Based on the table above, a mathematical equation model can be arranged as follows:

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = 0.219 + 0.211 X_1 + 0.201 X_2 + 0.790 X_3 + 0.112$$

The explanation of the mathematical model above is :

1. The value of  $b_0$  indicates the predicted marketing performance of Sangkok to' Bone MSMEs of 0.210 which is not influenced by product orientation, entrepreneurial orientation and Pareto Sales Network.
2. The value of  $b_1$  indicates the product orientation variable ( $X_1$ ) is positive, this means that if the product orientation increases it will result in an increase in the marketing performance of Sangkok to Bone MSMEs. Furthermore, the magnitude of the regression coefficient is 0.211, meaning that every one unit increase in the product orientation variable will result in an increase of 0.211 units in the marketing performance of Sangkok to Bone MSMEs, if other variables are constant.
3. The value of  $b_2$  indicates the entrepreneurial orientation variable ( $X_2$ ) is positive, this means that if the entrepreneurial orientation increases it will result in an increase in the marketing performance of Sangkok to Bone MSMEs. Furthermore, the magnitude of the regression coefficient is 0.201, meaning that every one unit increase in the entrepreneurial orientation variable will result in an increase of 0.201 units in the marketing performance of Sangkok to Bone MSMEs, if other variables are constant.
4. The  $b_3$  value indicates the Pareto Sales Network variable ( $X_3$ ) is positive, this means that if there is an increase in the Pareto Sales Network it will result in an increase in the marketing performance of Sangkok to Bone MSMEs. Furthermore, the magnitude of the regression coefficient is 0.790, meaning that every one unit increase

in the Pareto Sales Network variable will result in an increase of 0.790 units in the marketing performance of Sangkok to Bone MSMEs, if other variables are constant.

**a. First, Second, and Third Hypothesis Testing**

The first hypothesis states the variables product orientation, entrepreneurial orientation and Pareto Sales Network **has a significant effect on related variables, namely the marketing performance of Sangkok to Bone UMKM partially. The test is carried out by confirming the calculated t value with the t table value in degrees of freedom (df = 33).**

- 1) The calculated t value for the product orientation variable is  $2.282 > t$  table value (df = 33) of 2.131, so it is concluded that  $H_0$  is rejected,  $H_a$  is accepted which means that product orientation partially influences the marketing performance of Songkok to Bone MSMEs. (Hypothesis 1 accepted)
- 2) The calculated t value for the entrepreneurial orientation variable is  $2.422 > t$  table value (df = 33) of 2.131, so it is concluded that  $H_0$  is rejected,  $H_a$  is accepted which means that entrepreneurial orientation partially influences the marketing performance of Songkok to Bone MSMEs. (Hypothesis 2 is accepted)
- 3) The calculated t value for the Pareto Sales Network variable is  $3.201 > t$  table value (df = 33) is 2.131, so it is concluded that  $H_0$  is rejected,  $H_a$  is accepted which means that the Pareto Sales Network partially influences the marketing performance of Sangkok to Bone MSMEs. (Hypothesis 3 is accepted)

**b. Fourth Hypothesis Testing**

The fourth hypothesis which states that product orientation, entrepreneurial orientation and Pareto Sales Network have a significant effect on the related variables, namely the marketing performance of Songkok to Bone SMEs simultaneously. The test is carried out by confirming the calculated F value with the table F value on df (3) (33). The table above shows the calculated F value of  $67.752 > F$  table on df (3)(33) of 8.70 ; so it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted, which means that the product orientation, entrepreneurial orientation and Pareto Sales Network variables have a significant effect on the related variable, namely the marketing performance of Songkok to Bone (Y) UMKM simultaneously. The magnitude of the influence of these three variables is 0.932 or 93.2%, the marketing performance variable of Songkok to Bone UMKM is influenced by product orientation, entrepreneurial orientation and Pareto Sales Network and the remaining 6.8% (100% -93.2%) is influenced by other variables not included in the research model. Table 1 shows the results of multiple linear regression analysis, where it can be seen that the largest regression coefficient value is the Pareto Sales Network variable, as well as the calculated t value and partial  $r^2$  value, which shows that the largest influence comes from the Pareto Sales Network variable with an influence size of 79 .1%, because it has the largest correlation coefficient value between the two other variables. The regression coefficient shows the influence of each independent variable (X1, X2, X3) on the dependent variable (Y) if the size of the other independent variables in the model remains the same. 2%) is influenced by other variables not included in the research model. Table 1 shows the results of multiple linear regression analysis, where it can be seen that the largest regression coefficient value is the Pareto Sales Network variable, as well as the calculated t value and partial  $r^2$  value, which shows that the largest influence comes from the Pareto Sales Network variable with an influence size of 79 .1%, because it has the largest correlation coefficient value between the two other

variables. The regression coefficient shows the influence of each independent variable (X1, X2, X3) on the dependent variable (Y) if the size of the other independent variables in the model remains the same. 2%) is influenced by other variables not included in the research model. Table 1 shows the results of multiple linear regression analysis, where it can be seen that the largest regression coefficient value is the Pareto Sales Network variable, as well as the calculated t value and partial r2 value, which shows that the largest influence comes from the Pareto Sales Network variable with an influence size of 79.1%, because it has the largest correlation coefficient value between the two other variables. The regression coefficient shows the influence of each independent variable (X1, X2, X3) on the dependent variable (Y) if the size of the other independent variables in the model remains the same. where it can be seen that the largest regression coefficient value is the Pareto Sales Network variable, as well as the calculated t value and partial r2 value, which indicates that the largest influence comes from the Pareto Sales Network variable with a large influence of 79.1%, because it has a correlation coefficient value the largest among the other two variables. The regression coefficient shows the influence of each independent variable (X1, X2, X3) on the dependent variable (Y) if the size of the other independent variables in the model remains the same. where it can be seen that the largest regression coefficient value is the Pareto Sales Network variable, as well as the calculated t value and partial r2 value, which indicates that the largest influence comes from the Pareto Sales Network variable with a large influence of 79.1%, because it has a correlation coefficient value the largest among the other two variables. The regression coefficient shows the influence of each independent variable (X1, X2, X3) on the dependent variable (Y) if the size of the other independent variables in the model remains the same.

## **DISCUSSION**

### **1. Effect of Product Orientation on Marketing Performance**

The product orientation variable (X1) is positive, this means that if the China to Bone MSME actors improve their product innovation capabilities according to the wants and needs of customers it will result in increased marketing performance. Furthermore, the magnitude of the regression coefficient is 0.211, meaning that every one unit increase in the product orientation variable will result in an increase of 0.211 marketing performance units, if other variables are constant.

The results of this study are in line with researchTung (2012)who found that product innovation has a positive effect on firm performance. It was further stated that product innovation enables product differentiation which provides a wide range of product choices for consumers and ensures increased performance. As well asAkgün, Keskin, & Byrne (2014)demonstrated the positive effect of product innovation on firm performance.Tajudin, Abdul Aziz, Mahmood, & Abdullah, (2014)states that the product development capability of the company has a positive effect on marketing performance.

Three high-level organizational activities characterize product innovation: the ability to spot market opportunities, the marketing ability to respond to identified market opportunities, and the ability to quickly pursue opportunities. This indicates that product innovation can lead to easier production, in addition, product innovation is important for effective marketing and consequently for the company's financial performance.(Elwisam & Lestari, 2019).

## **2. The Effect of Entrepreneurial Orientation on Marketing Performance**

The entrepreneurial orientation variable (X2) is positive, this means that if People SMEs are willing to take risks, are more proactive and more innovative, it will result in increased marketing performance. Furthermore, the magnitude of the regression coefficient of 0.201 means that every one unit increase in the entrepreneurial orientation variable will result in an increase of 0.201 marketing performance units, if other variables are constant.

The results of this study are in line withCovin & Wales (2012)who conducted research, and found that the entrepreneurial spirit partially does not determine company performance but through the interaction of strategic processes and changes in economic conditions in each country, the entrepreneurial spirit has a significant effect on company performance.

A good entrepreneurial orientation will be able to increase market capabilities, the entrepreneurial spirit has unique resource capabilities and can improve businesses that are under efficient use of resources and the spread of entrepreneurial abilities(Saeed, Yousafzai, & Engelen, 2014). Entrepreneurial orientation can contribute to superior business performance and longevity(AH, Affendy Abdul-Talib, Asmat-Nizam MS, 2015). Entrepreneurial orientation is seen as having the ability to improve the performance of a company(Hatta, 2015). Entrepreneurial orientation has a positive and significant influence on marketing performance. This means that if a company has a marketing manager who has a high entrepreneurial orientation, this condition will provide support for increasing marketing capabilities that enable businesses to provide added value and create value for customers and to be competitive.(Semrau et al., 2016). The higher the entrepreneurial orientation of small and micro industrial entrepreneurs, the better their marketing performance will be. On the other hand, if the micro small industry business actors have a low entrepreneurial orientation, their marketing performance will decrease(Saisaria Mandasari, 2020).

## **3. Effect of Pareto Sales Network on Marketing Performance**

The Pareto Sales Network variable (X3) has a positive sign, this means that if there are People MSME actors who have a large impact sales network that dominantly contributes to sales performance because their ownership of loyal customers, high sales turnover customers, and large network customers will result in poor performance. marketing increases. Furthermore, the magnitude of the regression coefficient is 0.790, meaning that every one unit increase in the Pareto Sales Network variable will result in an increase of 0.790 marketing performance units, if other variables are constant.

The results of this study are in line with previous research conducted byAT Ferdinand & Killa (2014)concluded that the Pareto sales network assets as a high-impact strategic customer group characterized by larger business sizes, wider consumer networks, and loyalty to the company.

From a sales management point of view, network to distribution channel is one of the best ways to get products to end users. Therefore, establishing, maintaining, and deploying Pareto sales network assets should be considered as a proper mediator for the relationship between EO and sales growth performance.(Augusty Tae Ferdinand & Killa, 2018).

## CONCLUSION

Based on the results of the analysis and discussion, the following conclusions are obtained:

1. Product orientation has a positive and significant effect on the marketing performance of people SMEs in Songkok to' Bone.
2. Entrepreneurial orientation has a positive and significant effect on the marketing performance of Sangkok to' Bone MSMEs.
3. Pareto Sales Network has a positive and significant effect on the marketing performance of Songkok to' Bone SMEs.
4. Product Orientation, Entrepreneurial Orientation and Pareto Sales Network have a positive and significant effect on the marketing performance of Sangkok to' Bone MSMEs.

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