



## Market orientation strategy in improving company performance in the logistics industry in Jabodetabek

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### ABSTRAK

Penelitian ini menggunakan perusahaan logistik industri sebagai unit analisis, dengan sampel sebanyak 100 perusahaan distribusi di Jabodetabek. Penelitian ini merupakan penelitian verifikasi dengan explanatory survey. Analisis data menggunakan Structural Equation Model (SEM) dengan pendekatan Partial Least Square (PLS) melalui software SmartPLS. Temuan penelitian adalah pasar berorientasi, dan kinerja pemasaran cenderung cukup tinggi tetapi tidak ideal. Model Orientasi Pasar Strategis Kinerja Pemasaran Dimoderatori Kerentanan Lingkungan Hasil penelitian ini juga menunjukkan bahwa orientasi pasar berpengaruh positif terhadap kinerja pemasaran. Dalam model penelitian ini, strategi orientasi pasar berpengaruh terhadap kinerja pemasaran.

### ABSTRACT

*This study uses industrial logistics companies as a unit of analysis, with a sample of 100 distribution companies in Jabodetabek. This research is a verification study with an explanatory survey. Data analysis used the Structural Equation Model (SEM) with the Partial Least Square (PLS) approach through the SmartPLS software. The research findings are that markets are oriented, and marketing performance tends to be quite high but not ideal. A strategic market orientation model of marketing performance moderated by environmental vulnerability. The results of this study also indicate that market orientation has a positive effect on marketing performance. In this research model, market orientation strategy influences marketing performance.*



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## INTRODUCTION

The market orientation strategy aims to generate marketing performance that can leverage the company's performance management capabilities in a given environment and optimize its areas of strength. Accordingly, (Sack & Lewis, 2002) market orientation strategy efforts are carried out by matching customer demands with the capabilities of the company's natural resources. Sack & Lewis (2002) explained that there are different perspectives from "market" service users and "resource" service providers, resulting in different approaches. In this case, the market orientation strategy plays a role in reconciling what the customer demands with the company's resource capabilities. The company certainly needs a strategy for reconciling the gap.

The strategy set by a service company is certainly different from the strategy set by a goods company. Service quality is determined subjectively, service users are directly involved in the process, and capacity must be in accordance with demand. In preparing a market orientation strategy, companies need to prioritize the needs of service users for the purpose of their performance, but they must also be adapted to the company's strategy, business strategy, and functional strategy. This priority is useful for increasing the company's competitiveness and maintaining the satisfaction of its service users. (Sack & Lewis, 2002) argue that by setting priorities (a performance objective), companies are trying to prioritize their competitive factors in winning the competition.

Market orientation becomes an important factor in influencing the marketing performance strategy itself. In this respect, market orientation is relevant for all types of organizations dealing with customers and other interested parties (Kotler dan Levy, 1969 dalam Yeni, 2005). This opinion is then used as a reference for researchers to implement the marketing concept in various organizations. Market orientation is intended as a means to apply the marketing concept (Kohli & Jaworski, 1990), it can be

seen by extension as a means for an organization to achieve its goals. Narver et al. (2004) show that market orientation leads to the development of core capabilities, which in turn leads to competitive advantage and ultimately to business performance. To increase global competition and adapt to changes in customer needs, market orientation is needed, which is a business culture where organizations have a commitment to be creative in creating superior value for customers and can improve marketing performance (Narver et al., 2004).

Several studies state that market orientation can significantly improve business performance (Boso et al., 2013; Christopher, 2016a; Jogaratnam, 2017; Ruizalba et al., 2016), sales performance (Kadic-Maglajlic et al., 2017) *brand innovation strategy*, value of supply (Ho et al., 2017), and MSME activities (Tammi et al., 2014). However, the results of research (Han et al., 1998) show that the components of competitor orientation and interface coordination in market orientation do not significantly affect firm performance even if the influence of technical and administrative innovation is taken into account. Likewise, according to (Chang et al., 2010) market orientation is negatively mediated by ambiguity towards organizational commitment in airlines, whereas according to research results (Green et al., 2006) the effect of market orientation on company performance is moderated positively by market orientation management strategies in manufacturing companies.

The research gap in this study is that there have been many studies that have examined the relationship between market orientation, market orientation strategy, and marketing performance, but not many have linked it to the supplier environment and the moderation of environmental uncertainty, which can become a novelty in this research. This research seeks to bridge this gap by incorporating the supplier environment and moderating environmental uncertainty so as to produce a more comprehensive research model.

Speaking about the empirical gap, various previous studies have shown mixed results related to the study of market orientation, market orientation strategy, and marketing performance. With the addition of the supplier environment and the moderation of environmental uncertainty in this model, it is hoped that this new model can also support or verify these studies empirically.

From the standpoint of the theoretical gap, this study attempts to uncover several theories that generally underpin the theories of performance marketing and market orientation, and more specifically examines the theory of market orientation strategy and supplier environment. By bridging this gap, it is hoped that the existing theories will be enriched.

There have been many studies that have examined the relationship between market orientation strategy and marketing performance, but not many have linked it to the supplier environment and the moderation of environmental uncertainty, which can become a novelty in this research. This study seeks to bridge this gap by incorporating the supplier environment and moderating environmental uncertainty so as to produce a more comprehensive research model.

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## Research Methods

This study's population consists of logistics industry companies that provide goods delivery services to retailers in Jakarta, as many as 110 companies in Jabotabek, and are active in carrying out activities, particularly distribution activities in the context of marketing spread across Jakarta. From the total population, samples were taken by proportional random sampling, so a total of 100 company samples were obtained.

This study uses proportional random sampling as a sampling method to draw samples from the intended population. Sampling from this population refers to the formulation of the Isaac and Michael formula (1981: 192), namely:

$$S = \frac{x^2 NP(1 - P)}{d^2(N - 1) + x^2 P(1 - P)}$$

S = the required number of samples

N = number of population members

P = population proportion → 0,50 (maximum possible sample)

d = level of accuracy → 0,05

$\chi^2$  = Table of chi-square values according to the level of confidence 0,95 → 3,841

Based on the formulation above, the sample(s) drawn can be calculated as in this calculation:

$$s = \frac{3,841 \times 274 \times 0,5(1-0,5)}{0,05^2(274-1)+3,841 \times 0,5(1-0,5)} = 160,17 \approx 160$$

The sample size is 110 respondents, according to the calculation results. So, it is necessary to have a minimum representative sample to be able to be analyzed, namely the 110 respondents who were processed in this study

*Market orientation strategy has a positive effect on supplier environment.*

1. Strategy Market Orientation (SMO) is a latent exogenous variable with four manifest variables measured by several indicators.
2. *supplier environment* (SE) is a latent endogenous variable, as well as the mediating variable, measured by several indicators.
3. Business Performance (BP) is a latent endogenous variable with four manifest variables: Product/Sales (BP1), Customers (BP2), Profitability (BP3), and Market Share (BP4), measured by several indicators.

Component-based Partial Least Square (PLS) was used to analyze obtained data through two stages of evaluation model (outer and inner). The first stage is evaluating the outer model or the measurement model to determine the validity of outer loading (valid if the outer loading > 0.5 and ideally > 0.7). The composite reliability (CR) is valid if > 0.7, Cronbach's Alpha is valid if > 0.7, and average variance extracted (AVE) is valid if > 0.5, as a minimum 50% of measurement variance captured by the latent variables. The second stage is the inner or structural model that examines the latent variable correlations, path coefficients and t-statistic values, R-squared (R<sup>2</sup>) values, and effect size (f<sup>2</sup>). This model also calculates the mediating effect of innovation performance.

## Results and Discussion

The complete measurement model (second order) for market orientation (SMO) latent variables and their dimensions and indicators is mapped in the following table:

**Table 1 Second Order Market Orientation Measurement Model**

Indicator	Loading		$\alpha_c$	$\alpha$	AVE	Validity & Reliability	
	I – D	I – D					
• Commitment to customers	0.662					Invalid	Unreliable
• Customer satisfaction	0.698					Invalid	Unreliable
• Understanding Customer Needs		0.876	0.760	0.580	0.442	Invalid	Unreliable
• Response to customer complaints	0.690					Invalid	Unreliable
	0.607						
• Response to competitors' actions	0.729					Valid	Reliable
• Creation of opportunities than competitors	0.465					Invalid	Unreliable
• Benchmarking		0.792	0.754	0.558	0.442	Invalid	Unreliable
• Opportunity to cooperate with competitors	0.650					Valid	Reliable
	0.772						
• Coordination strategy	0.732					Valid	Reliable
	0.757	0.852	0.790	0.646	0.486	Valid	Reliable

• Share knowledge/information	0.640	Invalid	Unreliable
• Information Access	0.653	Invalid	Unreliable
• Utilization of shared resources			

Source: Data Processing Attachments (2018)

The table shows the loading values for each indicator (I–D) for the second order. The indicator's loading value and each of its dimensions have values greater than 0.5 and even greater than 0.7, but some have values less than 0.5, such as environmental indicators compared to competitors (OP2-2), whose value is 0.465 causing the construct reliability ( $\alpha_c$  dan  $\alpha$ ) and convergent validity (AVE) values to be disturbed. Thus, it is necessary to remove indicators from each of these dimensions so that the values of construct reliability and convergent validity can meet the requirements. The revised results of the second-order calculation for the OP construct are presented in the following table:

**Table 2 Second Order Market Orientation Measurement Model**

Indicator	Loading		$\alpha_c$	$\alpha$	AVE	Validity & Reliability	
	I – D	I – D				Valid	Reliable
• Commitment to customers	0.646					Valid	Reliable
• Customer satisfaction	0.770	0.876	0.759	0.727	0.514	Valid	Reliable
• Understanding of customer needs	0.730					Valid	Reliable
• Response to competitors' actions	0.720					Valid	Reliable
• Benchmarking	0.724					Valid	Reliable
• Opportunity to cooperate with competitors	0.825	0.846	0.801	0.827	0.575	Valid	Reliable
• Coordination strategy	0.750					Valid	Reliable
• Share knowledge/information	0.734	0.863	0.789	0.804	0.555	Valid	Reliable
• Information access	0.752					Valid	Reliable

Source: Data Processing Attachments (2018)

The revision resulted in a value indicating that each indicator has a major contribution to make in reflecting each dimension, and each dimension contributes greatly to reflecting the construct of the latent variable Market Orientation Strategy (SMO). This market orientation measurement model is based on the loading value of each dimension and its indicators.

According to the construct reliability, each dimension has construct reliability ( $\alpha_c$  dan  $\alpha$ ) > 0.7. Furthermore, the AVE values of all second-order constructs are > 0.5, so it can be stated that each construct has good convergent validity. These values meet all the required criteria, so it can be said that the revision of the market orientation (SMO) strategy measurement model is valid and reliable.

In the market orientation strategy (SMO) dimension, the indicator that best reflects this dimension is customer satisfaction, followed by indicators of understanding customer needs, and finally, an indicator of commitment to customers. In this case, the level of intensity of logistics industry

companies' efforts to meet customer satisfaction is very important in increasing customer orientation. Furthermore, the level of intensity of logistics industry companies in understanding customer needs is also important. To further increase customer satisfaction, it is necessary to pay more attention to customer commitment. However, indicators of response to customer complaints are not part of customer orientation.

The market orientation (SMO) strategy dimension is reflected by indicators of opportunities for cooperation with competitors, followed by benchmarking indicators, and finally by indicators of response to competitors' actions. Opportunities for cooperation between companies and competitors in this case are very possible. Several benchmarking efforts against other companies that are considered better have been carried out. The company's appropriate response to competitors' actions has also been widely carried out so that it can be one of the determinants of the dimensions of competitor orientation. However, for the record, the level of business opportunity creation in logistics distribution companies compared to competitors is not running smoothly, so this indicator does not reflect the orientation of competitors in logistics distribution companies in Jakarta. As a result, in general, logistics distribution companies have not fully focused on efforts to create business opportunities and instead conduct routine business as is, with no optimal efforts or business dynamics in developing the business.

### Structural Model Analysis Result

The effect of influence, commonly called the effect size ( $f^2$ ), informs the importance of a contribution from direct influence (from exogenous to endogenous), whose value can be more than or equal to zero. The interpretation of the  $f^2$  value refers to the criteria of Cohen (1988), according to which if the value is more than 0.35, it is called a strong effect; if it is between 0.15 and 0.35, it is called a moderate effect; if it is between 0.02 and 0.15, it is called a weak effect; and if it is below 0.02, it includes an unsubstantial effect. Based on the calculation results, it is found that there is a beta value, which is a direct effect; a direct effect (indirect effect); and a total effect (total effect), equipped with an  $f^2$  value based on Cohen's criteria and its interpretation as presented in the following table.

**Table 3 Effect and Cohen  $f^2$**

Effect	Beta	IE	TE	Cohen $f^2$	Inferensi
SMO -> SE	0.437		0.437	0.324	Moderate
SMO -> BF	0.493		0.493	0.411	Substantial
SMO -> SE	0.264	0.183	0.447	0.103	Small
SMO -> BF	0.271	0.206	0.477	0.102	Small
SE -> BF	0.419		0.419	0.203	Moderate

Description: IE = Indirect Effect; TE = Total Effect

Information from the effect table and Cohen  $f^2$  shows that the direct effect (beta) in the SMO model is SE (by 0.493) followed by the effect of SE on BF (by 0.437). The Cohen  $f^2$  value for SMO to SE is 0.324 which is considered moderate, while the Cohen  $f^2$  value for SE to BF is 0.411 which is classified as substantial or large. So, in this SMO model, the effect of SE on BF is greater than the effect of SE on BF.

For the SMO construct, it can be observed that the direct effect of beta SE on BF is the greatest (0.419) with a Cohen  $f^2$  value of 0.203, which is moderate, followed by the effect of SMO on SE (beta = 0.271 with a Cohen  $f^2$  value of 0.102, which is small) and the effect of SE on BF (beta = 0.264 with a Cohen value of  $f^2$  = 0.103, which is also small).

Furthermore, the bootstrap method is carried out to obtain the significance of the hypothesis testing proposed as a condition of the PLS analysis. The results of the significance test for each of these hypotheses indicate that the t-value as well as the p-value meet the criteria and all the path coefficients in the model are significant so that an inference can be drawn that all hypotheses are accepted. Test the significance of the effect using standard bootstrap in accordance with this PLS procedure.

Several findings from the moderation model can be stated as follows:

1. Environmental uncertainty moderates environmental supplier relationships through market orientation strategies. In this case, the value is negative, which means that unpredictable

- environmental uncertainties can affect or weaken the supplier's environmental relationship with the market orientation of a logistics distribution company in Jakarta.
2. Likewise, it is found from the calculation results that environmental uncertainty moderates the relationship between market orientation and market orientation strategy, but in predictable situations. Market orientation will be more stable when environmental uncertainty is still at a predictable level. Logistics distribution companies in Jakarta can more freely determine the direction of market orientation (with an emphasis on customer orientation, competitor orientation, and coordination between functions).
  3. Environmental uncertainty moderates the supplier's environmental relationship with marketing performance, which has a negative value, which means that unpredictable environmental uncertainty can affect or weaken the supplier's environmental relationship with marketing performance at a logistics distribution company in Jakarta.
  4. Environmental uncertainty also moderates the relationship between market orientation and firm performance. Judging from the numbers, the moderating effect is positive and significant, which means that market orientation and company performance are in a predictable condition that allows the company to direct its market orientation toward improving marketing performance at logistics distribution companies in Jakarta.
  5. The relationship between market orientation strategy and marketing performance in logistics distribution companies in Jakarta is moderated by environmental uncertainty. Here, the relationship between market orientation strategy and marketing performance is in a controlled and predictable condition.

Some of the findings about the moderating effect of environmental certainty are that:

1. The supplier environment is in a condition full of environmental uncertainty. This condition is caused by the position of the supplier environment, which is considered an external environment, so that it tends to be more difficult for companies to control.
2. On the other hand, the market orientation strategy and market orientation strategy are in a more predictive condition (low uncertainty). The cause of this condition is related to the fact that market orientation and market orientation strategy are integral parts of marketing performance in logistics distribution companies.

## CONCLUSION

Based on the results of the research and the discussion of some of the most important findings in this study, the following can be said about how market orientation strategy, supplier environment, and environmental uncertainty affect the performance of logistics industry companies in the Jabotabek area:

1. The market orientation strategy has a positive effect on the logistics distribution company environment in Jakarta. This situation indicates that a proper and balanced market orientation can improve the formation of a better market orientation strategy as well. If this market orientation isn't right, it will be hard to use the market orientation strategy.
2. A market orientation strategy improves marketing performance in logistics distribution companies. This situation shows that the right and balanced market orientation can improve overall marketing performance. Market orientation can also be achieved through a market orientation strategy that indirectly influences marketing performance. If this market orientation is not correct, it will be difficult for marketing performance to increase.
3. Market orientation strategy improves marketing performance in companies in the logistics industry. This situation indicates that the implementation of a market-oriented strategy can improve marketing performance. This market orientation strategy can also act as a buffer between the supplier environment and market orientation when it comes to influencing marketing performance. If the market orientation strategy does not run smoothly, then improving marketing performance can face obstacles.
4. Environmental uncertainty moderates supplier environmental relationships with market orientation strategies and marketing performance in unpredictable conditions. Here, the supplier environment is a factor that is difficult for the company to control when there is high environmental uncertainty. Under predictable conditions, environmental uncertainty moderates the relationship between

market orientation, market orientation strategy, and marketing performance. In this case, market orientation can contribute more when environmental conditions are predictable. The same is true for the connection between market orientation strategy and marketing performance.

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