

# THE EFFECT OF MARKET ORIENTATION AND DISTRIBUTION CHANNELS ON MARKETING PERFORMANCE (Study on SMEs in the metal industry in Ngingas Waru Village)

Ahnaf manaf <sup>1\*</sup>, Widyastuti <sup>2</sup>

<sup>1</sup> Departemen of Management, Universitas Negeri Surabaya, [ahnaf.20166@mhs.unesa.ac.id](mailto:ahnaf.20166@mhs.unesa.ac.id)

<sup>2</sup> Departemen of Management, Universitas Negeri Surabaya, [widyastuti@unesa.ac.id](mailto:widyastuti@unesa.ac.id)

Corresponding Author Email: [ahnaf.20166@mhs.unesa.ac.id](mailto:ahnaf.20166@mhs.unesa.ac.id)

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## ABSTRACT

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MSMEs play a vital role in Indonesia's economy, contributing approximately 61% to the national GDP. The processing industry sector leads with an average turnover of 28.25% or 450 billion Rupiah. Ngingas Village, a hub for metal industry MSMEs since 1930, is known as the "metal village," with MSMEs growing from fewer than 100 to around 320 by 2023. Despite this growth, sales turnover remains stagnant due to internal challenges like HR management and marketing, as well as external factors such as government policies and the global economy. Interviews in March 2024 revealed that market-oriented MSMEs in Ngingas Village, despite collaborations, still face sales fluctuations. This study examines the influence of market orientation and distribution channels on marketing performance using a quantitative approach. Data collected from 70 respondents via purposive sampling was analyzed with multiple linear regression in SPSS 25. Results indicate that market orientation positively and significantly impacts marketing performance, while distribution channels have no significant effect.

## INTRODUCTION

The rapid development of the global business landscape has increased public interest in entrepreneurship, particularly in MSMEs. Contributing 61% to Indonesia's GDP in 2023 and numbering 67 million, MSMEs make Indonesia the ASEAN leader in this sector. Their resilience to crises stems from flexible structures and adaptive workforces, making MSMEs a vital economic driver and a primary livelihood source, often as family-run businesses passed down through generations.

In East Java, MSMEs play a strategic role, contributing IDR 1,593 trillion in gross added value in 2022, with 7.19% growth. MSMEs in the region account for 26.6% of Indonesia's MSME workforce, highlighting their significant economic impact and development potential.

Sidoarjo Regency in East Java, comprising 18 sub-districts, is a hub for MSMEs, particularly in

Waru District, home to Ngingas Village. Known as the "metal village," Ngingas has been a center for metal industry MSMEs since 1930, now involving 220 entrepreneurs. Despite growth in numbers, sales turnover has stagnated due to both external factors (government policies, socio-cultural influences, global economy) and internal factors (human resources, production, marketing, and finance).

Interviews in March 2024 revealed that while Ngingas MSMEs are market-oriented and collaborate with various parties, they still face sales fluctuations, indicating suboptimal performance. To address this, MSMEs must focus on improving marketing performance—a key measure of success in achieving sustainable sales growth.

Marketing performance reflects the effectiveness of a company's marketing activities. Factors like market orientation play a critical role. Market orientation, as defined by Kohli and Jaworski (1990), is a corporate culture that prioritizes

understanding and satisfying customer needs, enhancing both customer value and company performance. This approach is essential in competitive markets and crucial for MSMEs to achieve superior marketing outcomes.

Market orientation is a key strategy for segmentation, targeting, and positioning. Narver and Slater (1990) define it as a business culture that drives behavior to create superior customer value. Research on its effect on marketing performance varies. Siti Napisah (2022) and Prifti & Alimehmeti (2017) found a significant positive impact, while Hatta (2015) and others reported no direct effect.

Similarly, distribution channels are crucial for sustaining business performance. Kotler (2007) highlights their role in making products available to distant customers. Effective channels enhance reach and sales. Research also shows mixed results: Metha Karina (2022) and Nurseto (2018) found significant impacts, while Suprihono (2021) did not.

In Ngingas Village, metal MSMEs employ various strategies, including partnerships with major companies and targeted distribution to traders and OEM markets, to counter competition. Effective distribution channels expand market share and improve marketing performance, yet inconsistencies in research findings necessitate further study.

This study explores the effects of market orientation and distribution channels on marketing performance to support the sustainability of metal MSMEs in Ngingas Waru Village.

## **LITERATURE REVIEW**

### ***Market Orientation and Marketing Performance***

The marketing approach has changed from product-oriented to market-oriented, where companies that focus on the market tend to achieve better marketing performance. Narver & Slater (1990) explained that market orientation is a strategy of recognizing and meeting consumer needs based on market, competitor, and customer information, which generally improves market performance.

Harini (2019) stated that the implementation of market orientation determines the success of marketing performance. Studies by Lim et al. (2017), Prifti & Alimehmeti (2017), and Mustika (2019) show that SMEs that adopt market orientation are more responsive to market behavior and competitor strategies, so that marketing performance increases. This finding is reinforced by Riswanto et al. (2020) who concluded that market orientation has a positive impact on marketing performance.

Chinakidzwa & Phiri (2020) emphasized that market orientation is the key to successful marketing performance, with customer orientation contributing to increased sales and profits, which are the main indicators of good marketing performance.

H1: There is a positive and significant influence between Market Orientation on Marketing Performance in the metal industry UMKM in Ngingas Waru Village.

### ***Distribution channels and marketing performance***

Kotler (2007) stated that marketing performance can be achieved if the company can improve its products, expand market share, and maintain product quality to increase profitability and long-term quality.

According to Pękała & Szopa (2012), distribution channels consist of interdependent organizational units that play a role in the process of flowing products or services from producers to consumers. One aspect that is so important in marketing is how companies distribute their products or services to consumers who are in more distant locations. Choosing the right distribution channel can increase company sales by increasing the number of customers in the distribution area.

An effective distribution channel will expand market share and make marketing activities more efficient and effective. Therefore, distribution channels are one of the main factors that determine marketing performance. High distribution channel effectiveness will have a positive impact on improving marketing performance (Nasution, 2014).

H2: There is a positive and significant influence between distribution channels and marketing performance in the metal industry UMKM in Ngingas Waru Village.

## **METHOD**

### ***Types of research***

This study uses a quantitative research type, namely descriptive statistics. The measurements used use a scale that has been determined on the questionnaire distributed to respondents. The data produced is in the form of statistical calculations which are then interpreted descriptively as the final result of this study.

The number of samples used in this study is determined by the slovin method (Sugiyono, 2022) as below:

$$n = \frac{N}{1+N(e)^2} \quad n = \frac{220}{1+220(0.1)^2} \quad n = \frac{220}{3,2}$$

$$n = 68,75$$

Thus, the number of respondents used was 68.75 rounded up to 69 MSMEs. However, the data obtained from respondents after distributing the questionnaire, obtained 70 responses or answers. Of the 70 respondents who fit the sample criteria, there were 70 respondents. This number can be said to be good because Sekaran (2013) said that a good number of samples is more than 30 and less than 500 and 5-10 times the indicators used per research variable.

### Data Analysis

#### 1. Classical assumption test

##### a. Normality Test

Ghozali (2011:160) stated that the normality test is used to test the normal distribution of residual values in a regression model. A good regression model has independent variables and dependent variables that are normally distributed.

##### b. Multicollinearity Test

Ghozali (2011:105) stated that the multicollinearity test aims to test the correlation of independent variables in a regression model. A good regression model is indicated by the absence of correlation in the independent variables.

##### c. Heteroscedasticity Test

Ghozali (2011:14) stated that the heteroscedasticity test is a test of the residual value to see whether or not there is a similarity in variance. The criteria used to state whether or not heteroscedasticity occurs between the observation data uses the significance coefficient. If the significance coefficient is greater than 0.050 (alpha) then it can be stated that there is no heteroscedasticity.

#### 2. Multiple linear regression analysis

Multiple linear regression test is an analysis method that is suitable for research involving dependent variables related to two or more metric independent variables. This multiple linear regression analysis aims to test changes in the

dependent variable against changes in the independent variable (Ghozali, 2021:146).

This study uses more than one independent variable so that multiple linear regression analysis can be used as a data analysis technique in this study. Multiple linear regression analysis aims to determine the influence and significance of each independent variable, namely market orientation and distribution channels, on the dependent variable, namely marketing performance. The following is the equation of multiple linear regression.

$$Y = \alpha + b_1X_1 + b_2X_2 + \varepsilon$$

#### 3. Hypothesis Testing

The explanation of the equation is as follows:

Y: Marketing Performance Variable

A: Constant

b1b2: Regression coefficient of independent variables

X1: Market Orientation Variable

X2: Distribution Channel Variable

ε: Error

Ghozali (2011:98) explains that the t-test is used to see the magnitude of the influence produced by the independent variable on the dependent variable. The results of the t-test are as follows:

- If the significance is > 0.05, then Ho is accepted
- If the significance is < 0.05, then Ho is rejected

## RESULT

### Responden Description

This study uses data obtained from 70 respondents of MSMEs in Ngingas Village. The number of respondents has met the criteria as a sample in this study. Based on the data obtained, there are several characteristics of respondents that can be presented as follows.

#### a. Respondent characteristics based on profile

Table 1 Respondent characteristics

Respondent Characteristics		Quantity	Persent
Age	Dibawah 45 tahun	26	37%
	45 tahun keatas	44	63%
Total		70	100%
Education Level	SMA/SMK/Sederajat	30	43%
	Diploma/Sarjana	40	57%
Total		70	100%
Quantity of Employees	2 - 20 orang	54	77%
	20 - 40 orang	16	23%
Total		70	100%

Based on the results of the respondents' answers, the characteristics can be identified based on the

respondent profile. The majority of respondents in this study were 45 years and over, namely 44 respondents. This figure has a percentage of 63% of the total respondents, namely 70. This is in line with data from [katadata.co.id](http://katadata.co.id) (2023) which states that the majority of MSME actors are gen x (born in the range of 1965-1981). The last education of the respondents has a value that is almost balanced between SMA/SMK/Equivalent and Diploma/Bachelor. However, the majority of respondents have completed Diploma/Bachelor's education, namely 40 respondents. This figure has a percentage of 57% of the total respondents, which is 70. This is in line with data from [faktualnews.co](http://faktualnews.co) (2021) which states that the HDI (Human Development Index) in Indonesia has increased in 2021 from the previous year. The number of employees owned by respondents in this study was the largest, namely 2-20 employees with a total of 54 respondents. The number of respondents has a percentage of 77% of the total respondents, namely 70. This is in line with the statement from the Sidoarjo Cooperatives and Micro Enterprises Service (Dinkopum) that during 2020 to early 2021, the number of MSMEs increased to 40 thousand, which means there are 29 thousand new MSMEs in Sidoarjo ([JawaPos.com](http://JawaPos.com), 2021).

### Measurement Model

#### Multiple Linear Regression Equation

From the results of the multiple linear regression analysis test using SPSS 25, the following equation is obtained.  $Y = 3.501 + 0.219 (X1) + 0.114 (X2)$  The meaning of the multiple linear regression equation will be explained as follows:

- 1) The constant value ( $\alpha$ ) is 3.501, which means that if the market orientation variable (X1) and distribution channel (X2) are equal to zero, then the marketing performance value is 3.501. This means that even though the values of variables X1 and X2 are equal to zero, marketing performance will be positive. So that when there is a change or increase in the value of X1 and X2, it will affect the value of the Y variable.
- 2) The market orientation coefficient value (X1) is 0.219. This means that if market orientation (X1) increases by 0.219, it will affect the marketing performance variable (Y) by 0.219 as well. This means that market orientation (X1) has a positive

relationship with marketing performance (Y) in MSMEs. 3) The distribution channel coefficient value (X2) is 0.114. This means that if the distribution channel variable (X2) increases by 0.114, it will affect the marketing performance variable (Y) by 0.114 as well. Thus, the distribution channel (X2) has a positive relationship with marketing performance (Y) in MSMEs.

Table 2 t-test results

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,501	2,128		1,645	0,105
	X1	0,219	0,069	0,460	3,152	0,002
	X2	0,114	0,085	0,195	1,339	0,185

- a. Based on result data processing using analysis multiple linear regression obtained t - value For variable market orientation (X1) is 3.152 with mark significance of 0.002 or  $< 0.05$ . This is means variable market orientation (X1) has an effect in a way positive and significant to performance marketing (Y). It can be concluded that H1 is accepted.
- b. Based on results data processing using analysis multiple linear regression obtained t - value For variable channel distribution (X2) of 1.339 with mark significance of 0.185 or  $> 0.05$ . This is means variable channel distribution (X2) no influential significant to performance marketing (Y). With thus then H2 is rejected.

## DISCUSSION

### 1. Influence Market Orientation towards Marketing Performance

Based on the results of the multiple linear regression test that have been done , can obtained results research that states that market orientation is influential positive and significant to performance marketing in industrial UMKM metal of Ngingas Waru Village . This in line with results research that has been conducted by Siti Napisah (2022), and Prifti & Alimehmeti , (2017) . The majority Respondent has operate his efforts during

three year or more , which shows that the UMKM has face various potential conditions become challenge business , including incident big like the COVID-19 pandemic that occurred four year then . Pandemic This cause various changes , such as shift preference consumer , adjustment regulation government , and aspects others . Therefore that , UMKM actors are required For own ability high adaptability to various situation . Many of Respondent in study This implementing market orientation strategies to support sustainability and performance business they .

Market orientation is approach business that emphasizes understanding needs and wants customer as base For develop relevant products and services . Companies with high market orientation in a way active gather information about preference customers , market trends , and competitor strategies , then use information This For form an effective marketing strategy .

For respondents market orientation becomes important Because they No own source abundant power like company big . With strong market orientation , respondents can more efficient in allocate source Power them . Instead of make product in a way random or without market research , respondents can produce more products relevant with need consumer so that increase opportunity product the accepted by the market. Research This highlight How market orientation is influential direct to performance marketing . When an SME has high market orientation , they can more fast and precise in respond changes that occur in the market. This makes they more competitive Because can fulfil expectation customer with more Good .

Based on collected data from questionnaire this , can concluded that existence strong relationship between market orientation and performance marketing . SMEs that show score tall in matter market understanding and response to customer tend own performance more marketing good . That is , they more succeed in attract and retain customer as well as experience improvement sale .

In general Overall , market orientation is impactful investment straight to the upgrade sales , satisfaction customers , and power SME competitiveness in term long . That is will enlarge possibility that performance its marketing will increased , because information disseminated own

most likely For accepted by consumers . To see indicators and items that contribute the most to the variables market orientation can seen from average value or mean of answers respondents . The largest mean value generated by the indicator orientation customer with the item “I always gather information about need customers ”. With thus Respondent evaluate that with do customer research can help to obtain ratings given by customers For made into base For increase quality effort , so that can maintain performance marketing .

## 2. Influence Channel Distribution on Marketing Performance

Result of study This show that channel distribution No significant and not influential to performance marketing in a way directly . This is show that although channel distribution carried out Respondent tall However No in a way direct increase performance marketing . With so hypothesis second rejected namely " channel distribution No influential significant to performance marketing " Research results This in line with research conducted by Suprihono (2021), Cahya, et al . (2014), who found that channel distribution No aspects that influence performance marketing . This is possibility caused by several factor main . First , many metal UMKM in Ngingas Village have not fully implementing effective marketing strategies , such as clear market segmentation , strong branding , and targeted promotion . Without the existence of a mature marketing strategy , channels good distribution even though No can bring impact significant positive to performance marketing . As example , although product metal can distributed to a bigger market area , if No supported by efforts effective marketing , awareness and demand from consumer still low . Second , Condition economy and social in Ngingas Village , such as limitations Power buy society , fluctuation price material standard , and strict competition with product similar from industry metal others , have more impact significant to performance marketing compared to with channel distribution . Although channel proper distribution can help speed up delivery products , factors external This tend more influence decision purchasing and market preferences . Therefore that , channel distribution used by metal SMEs the No give significant influence to

improvement performance marketing. In addition that, the relative market share limited make distribution more simple and community focused local, so that change channel distribution No Lots influence performance marketing in a way overall. Lastly, the limitations utilization channel digital or online distribution in this SME means the impact to performance marketing Not yet feel in a way significant, because distribution part big Still done through method traditional.

In general overall, market characteristics, preferences customers, as well as approach simple distribution make influence channel distribution to performance marketing not enough significant in industrial UMKM metal of Ngingas Waru Village.

## Conclusion

Based on the results of the multiple linear regression test, it can be concluded that market orientation has a positive and significant influence on the marketing performance of SMEs in the metal industry in Ngingas Waru Village. On the other hand, distribution channels do not have a significant influence on the marketing performance of these SMEs

## Suggestions

### 1. For Further Researchers

Increase the number of indicators or item statements: Further researchers are advised to expand the indicators or item statements in data collection, so that the data obtained is more complete and can provide a greater contribution to the understanding of dependent variables, such as the marketing performance of metal MSMEs in Ngingas Waru Village.

Conduct in-depth research on the latest marketing strategies: Further research is needed to explore the latest marketing strategies that are relevant to MSMEs in the metal sector, such as technology-based marketing or digital-based marketing, so that metal MSMEs in Ngingas Village can adopt more effective and modern strategies.

Conduct a deeper search related to distribution channels: It is recommended to conduct further research on more innovative and efficient distribution channels for metal MSMEs in Ngingas Village, because currently research

related to the influence of distribution channels on marketing performance is still limited.

Add other variables relevant to marketing performance: Further researchers can add other variables that are potentially related to the marketing performance of metal MSMEs, such as product innovation, digital marketing, entrepreneurial orientation, and promotion, to provide a more holistic picture of the factors that influence the marketing performance of metal MSMEs in Ngingas Village.

### 2. For MSMEs

Adapting to changing market conditions: Metal MSMEs in Ngingas Village are advised to always follow market developments and industry trends in order to adapt to changes that occur. This is important so that MSMEs can see new opportunities and design marketing strategies that are relevant to changing market conditions, thereby increasing competitiveness and business growth potential.

Improving business quality and productivity: Metal MSMEs in Ngingas Village must focus more on improving product quality and business productivity in order to compete with similar products from competitors. Investment in production skills training and quality control can help improve product competitiveness, which will ultimately have an impact on marketing performance.

Opportunities to innovate: MSMEs in Ngingas Village need to be open to innovation, both in products, production processes, and marketing. Product innovation, such as introducing new designs or improving quality, can help attract market attention. In addition, innovation in distribution channels, such as utilizing digital platforms for marketing, can also help reach a wider market and improve marketing performance.

### 3. For the Government

Be consistent in providing training to MSMEs and providing easy access to capital so that MSMEs can maintain or even improve their marketing performance.

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