

# The Role Of Market Orientation On The Marketing Performance Of Online Cake SMEs In Pontianak Through Product Innovation

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## Abstrak

Perkembangan teknologi setelah COVID-19 meningkat tajam. Sehingga merubah pola konsumsi masyarakat secara signifikan, karena toko fisik mempunyai halangan waktu operasional dan target pasar yang hanya disekitarnya. Tujuan penelitian ini untuk menguji apakah terdapat peran orientasi pasar terhadap kinerja pemasaran melalui inovasi produk sebagai variabel mediasi terhadap umkm kue secara daring di kota Pontianak. Populasi penelitian ini adalah pelaku umkm yang berjualan kue di Pontianak yang menggunakan sosial media. Sampel penelitian berjumlah 127 responden. Penelitian ini dibantu dengan perangkat lunak Amos dengan metode penelitian kuantitatif. Berdasarkan hasil uji hipotesis, terlihat bahwa orientasi pasar berpengaruh langsung terhadap inovasi produk yaitu CR melebihi 1,9 dan P kurang dari 0,05, inovasi produk juga berpengaruh langsung terhadap kinerja pemasaran yaitu CR juga melebihi 1,9 dan P kurang dari 0,05. Sementara itu, orientasi pasar tidak berpengaruh langsung terhadap kinerja pemasaran karena CR kurang dari 1,9 dan P melewati 0,05. Namun, dengan hasil uji sobel menunjukkan orientasi pasar berpengaruh terhadap kinerja pemasaran dengan inovasi produk sebagai variabel mediasi karena T hitung lebih besar dari T tabel. Sehingga, dapat disimpulkan bahwa kombinasi kedua variabel tersebut antara orientasi pasar dan inovasi produk dapat memperkuat kinerja pemasaran pelaku UMKM khususnya yang berjualan kue secara online menggunakan media sosial di wilayah Pontianak.

**Kata Kunci:** Orientasi Pasar; Inovasi Produk; Kinerja Pemasaran; Pelaku UMKM; Kue Online.

## Abstract

Technological developments after COVID-19 have increased sharply. This has significantly changed people's consumption patterns, as physical stores have operational time constraints and target markets that are only in their immediate vicinity. The purpose of this study is to examine whether market orientation plays a role in marketing performance through product innovation as a mediating variable for online cake MSMEs in the city of Pontianak. The research population consists of SME operators selling cakes in Pontianak who use social media. The sample size is 127 respondents. This study was conducted using Amos software with a quantitative research method. Based on the hypothesis test results, it can be seen that market orientation has a direct effect on product innovation, namely CR exceeds 1.9 and P is less than 0.05. Product innovation also has a direct effect on marketing performance, namely CR also exceeds 1.9 and P is less than 0.05. Meanwhile, market orientation does not have a direct effect on marketing performance because CR is less than 1.9 and P exceeds 0.05. However, the Sobel test results indicate that market orientation affects marketing performance with product innovation as a mediating variable because the calculated T is greater than the table T. Therefore, it can be concluded that the combination of these two variables, market orientation and product innovation, can strengthen the marketing performance of MSME players, especially those who sell cakes online using social media in the Pontianak area.

**Keyword:** Market Orientation; Product Innovation; Marketing Performance; MSME Actors; Online Cakes.

## 1. Introduction

The development of information technology after the COVID-19 pandemic has become increasingly sophisticated, with internet access and technological advances leading many consumers to choose online shopping, thereby significantly changing people's consumption patterns. The trend of purchasing baked goods online is increasing in line with internet penetration and the use of social media for promotion, as conventional bakeries usually require physical interaction between sellers and buyers, with limited operating hours and a market target that is only in the immediate vicinity. Based on data from the Pontianak City Cooperative, Micro Business, and Trade Office, there were 19,155 MSMEs in the culinary sector from January to November 2023. Seeing the opportunities available, many MSME cake businesses have begun to implement market orientation strategies to identify and meet consumer desires by becoming more responsive to market conditions, thereby improving their product marketing performance. Additionally, through market orientation, businesses will be better equipped to compete in a challenging environment, making their competitive advantage strategies more targeted (Crick, 2021); (Aditia, 2025). However, it is possible that the market orientation strategies implemented by companies may not improve their marketing performance. This can occur if the market orientation implemented only focuses on one aspect of the marketing strategy, such as focusing solely on the selling price while neglecting the use of quality raw materials (Harjadi & Gunawan, 2022; Rahman, 2021). With the emergence of online cake shops, business actors can use new breakthroughs by utilizing product innovation in order to compete in a wider market. Product innovation is not a concept of a new idea, a new discovery, nor is it a development of a new market, but rather innovation is a picture of all these processes. (Agustina, M 2022). On the other hand, these two variables foster intense and dynamic marketing performance, whereby Pontianak-based online cake MSME entrepreneurs need to manage their resources, capabilities, and skills to be able to compete with their competitors. In this context, market orientation not only includes understanding current trends, but also demands continuous product innovation to meet rapidly changing consumer needs. Product innovation is a highly effective strategy for SMEs, especially for smaller businesses, as it can enhance the value of their products. However, it is possible that product innovation may have a negative impact on marketing performance in certain aspects (Tania, E. C. 2025).

## 2. Literature Review

### 2.1 The Relationship Between Market Orientation and Product Innovation

Market orientation is a business or MSME effort aimed at understanding what customers want and what competitors are doing so that previously innovated products are in line with market share needs (Rahayu S, 2025). The level of market orientation of MSME players determines how much they are involved in new product development. This situation is positive because innovation is considered a functional product development that can provide an advantage over competitors by preventing competitors from entering the market. Broad market orientation and innovative products can lead to greater success because innovation is able to respond to changes in customer needs and has competitive advantages. (Zainul, W. 2024) (Suharti, 2024); (Ridho Alkadri, 2025)  $H_1$ : Market orientation influences product innovation.

### 2.2 The Relationship Between Product Innovation and Marketing Performance

Innovation is one of the mechanisms used by businesses to adapt to a volatile environment. In the MSME cake sector, changes in market trends and consumer preferences are part of determining marketing performance results. The product innovation process involves a series of components such as ingredient research, taste and recipe testing, attractive packaging updates, and digital literacy to sell cakes in the marketplace. Product innovation not only creates value for customers but also enhances competitiveness in a competitive business environment. The implementation of innovative products can

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serve as a key factor in boosting the competitiveness of online cake shops in the Pontianak region. (William, 2023); (Kuncoro, 2024); (Maylista, 2022); (Sinambela, 2025) H<sub>2</sub>: Product innovation drives company performance.

### 2.3 The Relationship Between Market Orientation and Marketing Performance

Market orientation is an approach used by MSME players to identify consumer needs and desires through current trends. If market orientation is implemented properly, marketing performance will improve (Jauharoh, 2023). This argument is reinforced by the statement that market orientation is considered an important factor in improving marketing performance (I Wayan, 2025), where the greater the intensity of competition, the more businesses will make greater efforts to meet the needs and desires of their market share so that they are not overtaken by competitors (Wijaya, *et al.*, 2023). If they succeed in transforming changes in competitor strategies and market needs into a marketing strategy that can be implemented by all work units, then this action will certainly increase profitability and market share, especially in the city of Pontianak (Harini, 2022). H<sub>3</sub>: The Relationship Between Market Orientation and Marketing Performance.

### 2.4 The Relationship Between Product Innovation Mediating Market Orientation and Marketing Performance

Business actors are expected to understand market demand for their products, for example by adding flavor variants or improving packaging in the hope that these products can provide added value and appeal, thereby improving marketing performance (William, 2023). The role of product innovation as a mediator in market understanding of marketing performance, as written by several authors, finds that market orientation greatly encourages product innovation in MSMEs. This argument is reinforced by the statement that, in innovating products and services, it is one of the added values of business actors to meet customer desires and increase sales, as well as the hope that the business being run can be one step ahead and survive amid competition (Resyananda, 2022; Abbas, *et al.*, 2022); (Fatimatuh, 2025). H<sub>4</sub>: Product innovation can mediate market orientation toward marketing performance.

## 3. Metode Penelitian

This study uses a survey method with a quantitative approach. The type of research used is causal research (explanatory research) which aims to test the effect of independent variables (market orientation) on dependent variables (marketing performance) with product innovation as a mediating variable. Data was obtained by distributing questionnaires to online cake MSME players in Pontianak City. The population of this study includes all MSME cake businesses operating online in the city of Pontianak, with a total of 127 respondents, including those marketing through social media, local e-commerce, and digital food delivery platforms such as GoFood and ShopeeFood. The sampling method used was purposive sampling, which is the determination of samples based on certain criteria set by the researcher. Data collection and processing were assisted using Amos software. The criteria used were as follows:

- 1) Is a micro, small, and medium enterprise (MSME) in the cake industry.
- 2) Sells products online through at least one digital platform (Instagram, WhatsApp Business, Shopee, Tokopedia, GoFood, etc.).
- 3) Has been operating their business for at least 1 year in the city of Pontianak.
- 4) Has experience in marketing activities or marketing decision-making.

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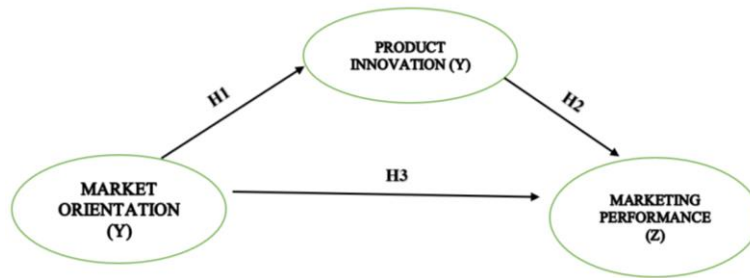


Figure 1. Conceptual Framework

- H1 = Market Orientation (X) influences Product Innovation (Z)
- H2 = Product Innovation (Z) affects Marketing Performance (Y)
- H3 = Market Orientation (X) affects Marketing Performance (Y)
- H4 = Market Orientation (X) affects Marketing Performance (Y) through Product Innovation (Z)

Table 1. Variabel and Indicators

Hypothesis	Operational Definition	Indicator
Market Orientation	Market orientation is an approach where customer desires and needs are the main focus in selling goods or services.	(William, 2023) 1. Customer Orientation 2. Competitor Orientation 3. Inter-functional coordination
Product Innovation	It is the process of developing or creating new products from existing products.	Zhang, J. A., & Utami, C. W. (2023). 1. Kualitas Produk 2. Variasi Produk 3. Desain Produk
Marketing Performance	Marketing performance is a standard by which businesses measure their success in increasing sales and profitability.	(Saroh & Zunaida, 2022). 1. Sales Volume 2. Market Share Expansion 3. Profit Target

4. Results and Discussion

4.1 Results

Validity testing is intended to determine whether the data input from the questionnaire is valid or not. Questionnaire data can be concluded to be valid if the Average Variance Extract (AVE) value exceeds 0.5 and remains consistent when tested repeatedly. The questionnaire can also be concluded to be valid if the Construct Reliability (CR) value exceeds 0.7. The table below shows the reliability calculation results.

Table 2. Construct Reliability and Variance Extract Endogenous Construct

Construct	Orientasi Pasar			Inovasi Produk			Kinerja Pemasaran			
	Item	Std. Loading	(Std. Loading) <sup>2</sup>	Std. Error	Std. Loading	(Std. Loading) <sup>2</sup>	Std. Error	Std. Loading	(Std. Loading) <sup>2</sup>	Std. Error
MO1		0,703	0,494	0,505						
MO2		0,662	0,438	0,561						
MO3		0,653	0,426	0,573						
PI1					0,623	0,388	0,611			
PI2					0,661	0,436	0,563			

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PI3		0,713	0,508	0,491
MP1			0,675	0,455
MP2			0,697	0,485
MP3			0,617	0,380
$\Sigma\lambda$	2,018	1,997	1,989	
$\Sigma\epsilon_j$	1,358	1,333	1,322	
$(\Sigma\lambda)^2$	4,072	3,988	3,956	
$(\Sigma\lambda)^2 + \Sigma\epsilon_j$	5,430	5,321	5,278	
AVE	0,501	0,504	0,503	
CR	0,712	0,705	0,702	

4.1.1 Goodness of Fit Testing

Based on the data diagram above, the construct reliability for all CR (Construct Reliability) variables exceeds 0.7, so the data is considered reliable. The AVE (Average Variance Extract) values show that all variables exceed 0.5, so they are considered valid.

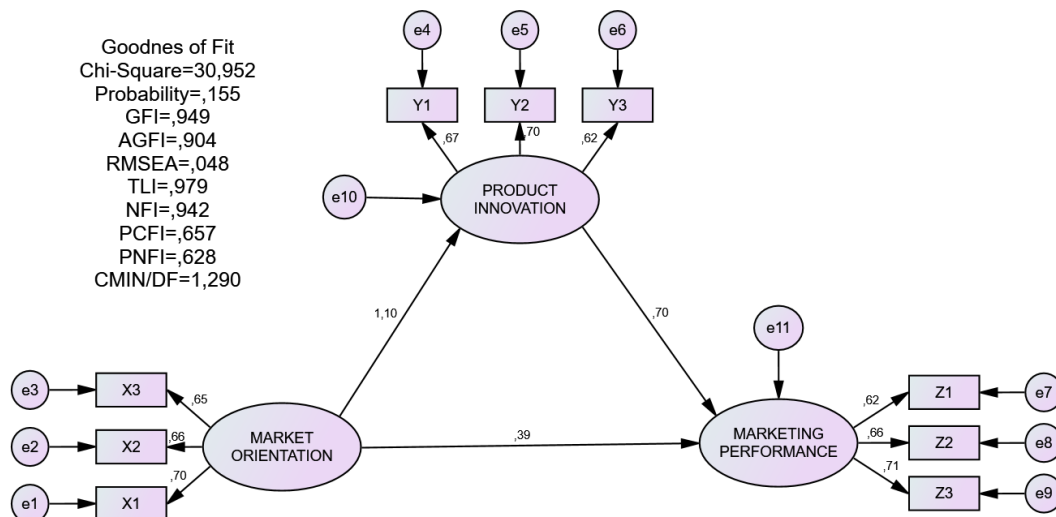


Figure 2. Goodness of Fit

Table 3. Goodness of Fit Index Test Results

Goodness Of Fit Index	Research Results	Cut Of Value	Model Study
GFI	0,949	$\geq 0,90$	Fit
AGFI	0,904	$\geq 0,90$	
RMSEA	0,048	$\leq 0,08$	
TLI	0,979	$\geq 0,90$	
NFI	0,942	$\geq 0,90$	
PCFI	0,657	$> 0,60$	
PNFI	0,628	$> 0,60$	
CMIN/DF	1,290	$\leq 2,00$	

Based on the data in the diagram above, the GFI value is 0.949, which means it meets the fit criteria because it exceeds the cut-off value of 0.90. Furthermore, the AGFI value of 0.904 meets the fit criteria because it exceeds the cut-off value of 0.90. Then, the RMSEA value of 0.048 also meets the cut-off value, which must be less than or equal to 0.05. The TLI value of 0.979 also meets the cut-off value

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criteria, which must exceed or be equal to 0.90, so it can be said to be very good. Then, the NFI value also meets the cut-off value criteria because it is greater than 0.90, namely 0.942. Meanwhile, the PCFI value of 0.657 also exceeds the cut-off value, which is greater than 0.60. The PNFI value is also 0.628, which can be considered very good because it exceeds the cut-off value of 0.60. The CMIN/DF value of 1.290 can also be considered very good because it does not exceed the cut-off value of 2.00.

Table 4. Hypothesis Test Results

Hypothesis	C.R	Cut-off Value	P	Cut-off Value
H <sub>1</sub> : Market orientation is expected to be related to Product Innovation	7,057	≥1,96	***	≤0,05
H <sub>2</sub> : Product innovation is expected to be related to marketing performance.	2,457	≥1,96	0,014	≤0,05
H <sub>3</sub> : Market orientation is expected to be related to marketing performance.	1,383	≥1,96	0,167	≤0,05

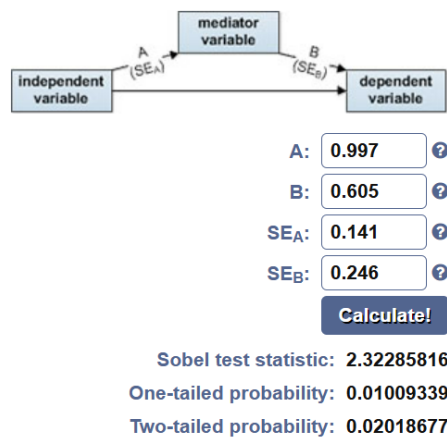


Figure 3. Conceptual Framework

4.2 Discussion

Based on the data testing above, the Critical Ratio value is 7.057 and the Probability value is <0.001 (indicated by the \*\*\* logo), which means that the stronger and more knowledgeable MSME players are about buyer needs, such as attractive cake packaging, the more market orientation will drive the success of MSME players' innovations in responding to customer desires and market movements. (Rahayu S, 2025); Susetyo *et al.* (2024). Based on the tests conducted above, product innovation has a positive and significant effect on marketing performance. This can be seen from the CR (Critical Ratio) value of 2457, which exceeds the Cut of Value of 1.96, and the Probability value of 0.014, which passes because it is less than 0.05. It can be concluded that implementing product innovation that aligns with customer desires and needs is the key to success, which has a major impact on the performance of MSME players, especially in the food sector, such as cakes. This statement is also reinforced by (Lina Farida, 2024); (Sela Fitriana, 2025). Based on the data tested above, the CR (Critical Ratio) value of market orientation does not exceed 1.96 and the Probability value is also more than 0.05, namely 0.167, which means that Market Orientation has no effect and is not significant on Marketing Performance. As MSME players have more information and understanding of customer needs (such as the number of MSME players offering similar cakes), this has led to limitations in the application of strategies, where market orientation is limited to knowledge rather than actual marketing practices. This is reinforced by the statement (Rahman, S 2021). Based on the data above, a Sobel test was conducted to determine whether market orientation affects marketing performance with product innovation as an intervening variable. The results show a value of 2.32285816 with a significance value of 0.02018677. Therefore, the conclusion that can be drawn is that mediation is considered feasible because the Z value is greater than 1.9 and the significance value

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is below 0.05. Therefore, with a good market orientation, it will be more capable of providing consumers with an understanding of the information about the cakes traded by MSME players, where product innovation creates added value, thus becoming a combination of relevant marketing performance. This is reinforced by the statements of (Ahmad, 2025) and (Achmad S, 2025).

## 5. Conclusion

From the results of the discussion and analysis conducted on market orientation towards marketing performance through product innovation, three of the four hypotheses discussed indicate an influence, while one hypothesis shows no influence. The results of this study state that: (1) market orientation has a direct and significant relationship with product innovation, (2) product innovation also influences marketing performance, and (3) market orientation does not influence marketing performance. Further analysis using the Sobel test shows that market orientation plays a role in marketing performance with product innovation as a mediator, whereby market orientation can provide information on consumer preferences to MSME players, such as customer tastes and trends, while product innovation helps players differentiate themselves from competitors and attract new consumers, which ultimately drives business sustainability and increased sales. Based on the above conclusions, researchers can recommend several tips on how market orientation can improve marketing performance. Namely, by being more responsive to changes in consumer preferences, such as creating channels on social media for MSME players by conducting small surveys (polls on Instagram or WhatsApp) aimed at measuring trends that are of interest to consumers. Additionally, offer consumers current trends such as low-sugar, gluten-free, yolk-free, or vegan options to attract them to the products being offered.

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