The Role of Innovation in Delivering the Influence of Market Orientation on The Business Performance of SME's (Leather Craft Shop in Sukaregang)

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Abstrak– This study was conducted in Sukaregang, Garut, West Java, known as a center for the leather craft industry. The main focus of this research is to explore the role of innovation in mediating the relationship between market orientation and business performance of leather craft SMEs. The purpose of this study is to test the hypothesis that explains the relationship between business performance variables influenced by market orientation and mediated by innovation in leather craft SMEs in Sukaregang, Garut. The sample size in this study is 112 units of leather craft SMEs in Sukaregang. The sample was determined using the saturated sampling technique (census). The data analysis technique used is path analysis and Sobel test using SPSS version 24 software. The data collection method used in this study is a survey conducted by distributing questionnaires. The results show that market orientation has a positive but not significant effect on business performance, market orientation has a positive and significant effect on innovation, innovation has a positive and significant effect on business performance, and innovation significantly mediates the effect of market orientation on business performance.

Keywords- Market Orientation, Innovation, Business Performance, MSME

I. INTRODUCTION

As a home industry area, Garut Regency is the main center of leather craft production in West Java. This phenomenon is reflected in the active production in Sukaregang, Garut, which produces various leather products such as shoes, jackets, belts, wallets, and bags, which are distributed to various cities in West Java such as Bandung, Cirebon, and Sukabumi. Sukaregang, located on Jl. Ahmad Yani No.328, Garut Regency, West Java, is a center for the leather craft industry. The following is the latest data obtained on the processing industry in Garut Regency. According to data obtained from the Department of Industry and Trade and ESDM of Garut Regency, quoted from [1] , there are 282 leather tanning UMKM. Meanwhile, for leather craftsmen, there are 247 UMKM, and for leather craft shops, there are 157 UMKM. Sukaregang Leather Center is known as an UMKM area in Garut Regency.

Table 1 Product Prices

Product name	Local Product Prices	Import Product Prices
Leather Shoes	Rp. 350,000	Rp. 150,000
Leather Wallet	Rp. 55,000	Rp. 26,000
Leather Belt	Rp. 120,000	Rp. 8,500

Source: Processed by Researchers (2024)

Based on data from international e-commerce platform Alibaba, local leather products from Sukaregang, such as leather belts, wallets, and shoes, face major challenges in competing in the global market mainly due to significant price differences. On Alibaba, the price of a leather belt ranges from $0.57 to $11 per unit (around Rp 8,500 to Rp 165,000), while the price of a local Sukaregang leather belt reaches Rp 120,000. The price of a leather wallet on Alibaba varies from $1.73 to $7.70 per unit (around Rp 26,000 to Rp 115,000), while a Sukaregang leather wallet is sold for Rp 55,000. In addition, leather shoes on Alibaba can be purchased at prices ranging from $10 to $50 per unit (around Rp 150,000 to Rp 750,000), much cheaper than Sukaregang leather shoes which reach Rp 350,000.

In the Sukaregang Leather Industry Center Area, Garut Regency, leather craftsmen shops face a major challenge. Imported products offered at very cheap prices have reduced demand for local leather products. As a result, leather products from Sukaregang have lost their competitiveness in the international market due to their higher prices [1] . Reported from ekonomi.bisnis.com according to [2] the lack of availability of the main raw material,

namely raw leather, domestically is an obstacle for business actors in running their production.

As a result of various factors, competitors who offer more attractive and cheaper goods for buyers appear. One of these factors is the inability of MSMEs to properly understand market conditions or available information. As a result, MSMEs are late to innovate compared to their competitors [3].

Some other things that cause leather craft products from Leather UMKM in the Sukaregang Leather Industry Center, Garut Regency to not develop include, the raw materials used in the craft making process do not meet the requirements to be exported. This is due to the presence of chemical content that does not pass laboratory tests, this indicates a lack of market orientation and awareness of the need for safe and quality raw materials to meet international standards. In addition, the lack of innovation, as well as conventional product marketing are obstacles that are also faced by UMKM [4] .

To succeed in competition, it is not enough to focus only on product marketing based on quality alone, but it is also important to consider general business strategies such as innovation. [5] . Delays in developing innovation strategies can arise because companies have difficulty interpreting information related to market conditions [6] . Strategy making, including innovation, is highly dependent on the recognition of market information covering customer needs, and competitor offerings, and a deep understanding of the company's internal aspects. [7] . All steps in the strategy formulation stage, especially market understanding, can be carried out through a market-oriented approach. Based on this, in strategic marketing theory, the main principle is market orientation, which explains how companies interact with their priority markets [3].

According [8] states that market orientation is a company's tendency to actively respond to consumer needs with the aim of gaining competitive advantage. This approach involves coordinating all company functions. It is important to remember that customer needs continue to change over time, conditions, and changing situations. In today's era, where consumers have easy access to a variety of choices, companies are faced with the demand to adopt a market orientation culture in order to collect relevant information. This step is very important in formulating strategies that can improve business performance [9].

Various studies have also indicated whether market orientation has a positive and significant influence on innovation. [10] , and conversely, innovation has a positive and significant impact on business performance . [11] . Variables in market orientation have shown their effects on business performance. A handful of research studies support that market orientation has a positive and significant impact on business performance .

Differentiation found in previous studies on market orientation, innovation, and business performance, in addition to problems that arise in the field, as a basis for this study. The focus of this study is to determine how innovation plays a role as a mediator or intermediary between market orientation and business performance in MSME leather craft shops in Sukaregang, Garut.

II. LITERATURE REVIEW
2.1 Business Performance

Basically, business performance is the results achieved by an organization and can be observed. Experts agree that it is not enough to use one measure to measure company performance. (Wensley, 1998; Kohli, 1993) in [12] . Over the past few decades, improving company performance has become a significant research focus. Many researchers have investigated company performance from various perspectives to understand and improve it. [13] . Performance, according to Rofiaty (2012: 57) in [14] , refers to the actions or activities of part or all of an organization in a period. This relates to various standards, such as management responsibility, cost projections based on efficiency, and past costs. The definition of business performance, as explained by Najib & Kiminami (2011) in [15] involves evaluating the effectiveness of the company from various aspects, including cost, time, quality, and quantity. One of the measurement methods used to evaluate business performance is through profitability. Business Performance in (UMKM) reflects the level of work results of a company that can be achieved in running its business or activities. Industry or business here refers to a group of companies that produce similar or mutually substitute goods or services, according to the definition put forward by Kuncoro (2008) in [16].

The conclusion is that the definition of business performance is an achievement achieved by a business organization that can be seen through the results that have been achieved. Based on indicators from previous researchers, this study uses indicators according to [17] , the indicators that will be applied

are: increased sales, increased profits, and satisfactory growth.

2.2 Innovation

According to Law No. 18 of 2002, paragraph 9 article 1 defines innovation as "research, development, and engineering activities aimed at developing new scientific contexts and values to be applied to products or production processes." This definition applies to research, development, and application of the national science and technology system. [18], however innovators state the following:

Innovation is a concept that is not physically visible but has great significance for every business. According to Green, several experts share the definition of innovation in [19] , innovation can be interpreted as the process of creating and incorporating new features into goods and services. Furthermore, Thomas in [19] . The term "innovation" refers to the process of starting something new with the aim of bringing about significant and radical change. According in [19] said that innovation is the same as applying new ideas to a wider scope. This applies to services, goods, or products, as well as processes.

According in [20] defines innovation as the development of new products aimed at meeting future demand or needs. This definition also includes the application of appropriate technological processes to produce new products. According in [21] "Innovation" is an original word in English, which means "change". Therefore, innovation can be interpreted as a process of activity or thinking of someone who tries to find out new things related to input, process, and output with the aim of improving the quality of life. Innovation in terms of input is defined as a standard of human thought or ideas that contribute to the latest findings, while Process innovation focuses on methods, techniques, or ways of working.

Experts, such as Green, Thomas, and Djamaludin, provide definitions of innovation that emphasize aspects of creating new uniqueness in goods and services, launching something new with the aim of creating radical major changes, and applying new concepts to a wider environment, including services, goods, and processes.

Thus, innovation does not only involve the aspect of creating new things, but also the application of new concepts, product development, and innovative processes to achieve practically useful results. Overall, the three elements of innovation create a pattern of eternal unity and become key elements in development and change in various areas of life and business. This study will use indicators according to [22] , namely: product innovation and marketing innovation.

2.3 Market Orientation

In general, market orientation refers to the basic principles that govern the relationship between a company and the market, especially with its consumers. Smith places consumers as central partners in business, over the past two decades, market orientation has become the subject of study as a concept, performance, and initial stage in marketing. Market orientation is defined as a business philosophy, aspiration, or policy statement, and shows the implementation of the marketing concept [23].

The three main concepts of customer orientation, then competitor orientation, and cross-functional coordination form a multidimensional concept known as market orientation. According in [24] market orientation can be defined as a way for businesses to produce superior behavior and performance to improve their performance. In [25] . Marketing researchers, according to have many perspectives on market orientation. They argue that market orientation can be defined as a collection of specific actions and actions. In addition, market orientation is considered an important resource and is the basis for organizational decision making. Some researchers emphasize that market orientation is an important part of organizational culture besides strategy explicitly declare that market orientation is an important aspect of organizational habits. Therefore, to achieve a better understanding of the standards and principles underlying market orientation, in-depth research is needed to achieve optimal organizational learning. In [26] .

It can be concluded that market orientation is a basic principle that regulates the relationship between companies and markets, especially with their consumers. This concept can be traced back to the 18th century with Adam Smith's contribution that placed consumers as central partners in business. In the last two decades, market orientation has become the focus of study in marketing and performance. This study uses indicators according to [10] , namely: competitor orientation, customer orientation, and coordination between functions.

III. RESEARCH METHODS

This study uses a quantitative method where research using quantitative methodology emphasizes measurable investigations of mathematical

information or numbers. [27] . The population applied to this study is the owner or manager of a leather shop UMKM in Sukaregang. As for the sample in this study, there were 112 craft shops in Sukaregang. Researchers collected data by sending a Google form . In this review, the survey is a poll determined using a Likert scale. The data analysis method used in this study is multiple regression.

IV. RESULTS AND DISCUSSION

After conducting validity and reliability tests, all instruments in this study were declared valid and reliable. After the test, it was continued by conducting the Classical Assumption test.

a) Normality Test

1. The following figure shows a graphical analysis of the results of the normality test using the PP RSS graphical model or plot:
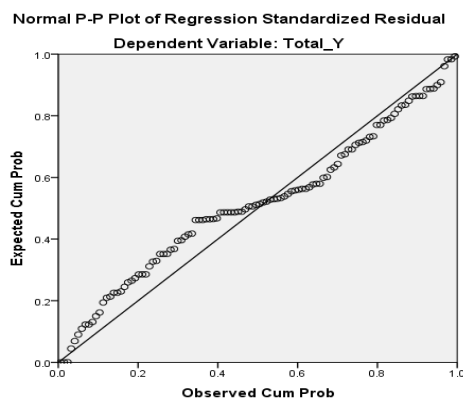
Source: Output data from SPSS version 24, processed in 2024
Figure 1 Results of P-Plot Normality Test

According to the residual image in the normally distributed model, as evidenced by the data scattered around and following the diagonal line in the standard residual regression plot or the normality test result image with the graphical model. The residual data plot will be contrasted with the diagonal line formed by the normal distribution.

2. Kolmogorov Smirnov (KS) test

One-Sample Kolmogorov-Smirnov Test

|			Unstandardized Residual
N			112
Normal Parameters[a,b]	Mean		.0000000
	Std. Deviation		2.38982075
Most Extreme Differences	Absolute		.122
	Positive		.080
	Negative		-.122
Test Statistic			.122
Asymp. Sig. (2-tailed)			.000[c]
Monte Carlo Sig. (2-tailed)	Sig.		.054[d]
	99% Confidence Interval	Lower Bound	.000
		Upper Bound	.108

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. Based on 112 sampled tables with starting seed 299883525.

Source: Output data from SPSS version 24, processed in 2024
Figure 2 Results of Normality Test (KS)

According to the image above, the significance value is 0.000, which indicates that the data is not normally distributed because the value is <0.05. Therefore, the researcher used the Monte Carlo method to test normality and obtained a significance value of 0.054, which indicates that the data in the study is normally distributed because the value is <0.05.

b) Heteroscedasticity Test

1. Graphical analysis to determine whether there is heteroscedasticity can be seen in the following Scatterplot graph:
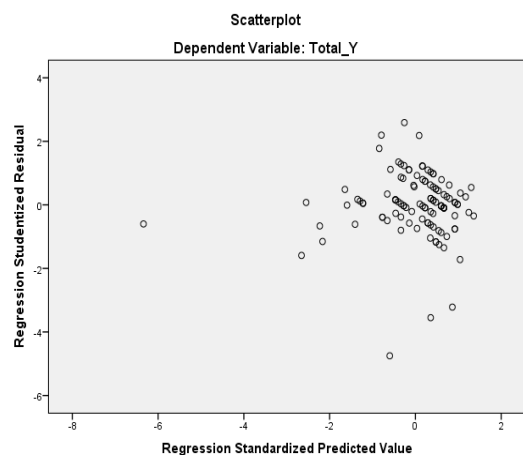
Source: Output data from SPSS processed in 2024
Figure 3 Scatterplot Graph

The graph shows that there is no particular pattern that can be seen formed by the points, if the pattern is randomly distributed above and below the number 0 (zero) on the Y axis. This indicates that the regression model does not contain heteroscedasticity.

2. Glejser Test

Table 2. Glejser Test Results

Model	Variables	Significant
1	X	0.801
	M	0.630

Source: Output data from SPSS, processed in 2024

According to Glejser, the absolute residual must be compared with the independent variable. If the independent variable significantly affects the dependent variable as a statistic, heteroscedasticity may occur. The results of the Glejser test are:

1. If the significance result is > 0.05, heteroscedasticity symptoms do not appear.
2. If the significant result is <0.05, symptoms of heteroscedasticity will appear.

However, the table of results of the Glejser test mentioned above shows that there are no symptoms of heteroscedasticity in the collected data; the significance results of X (0.801) and M (0.630) are both greater than 0.05.

Table 3. Results of the First Statistical Test

Model		Unstandardized B	Coefficient Std.Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	10,658	3,615		2,948	0.004
	Total_X	0.814	0.094	0.635	8,632	0,000

Dependent Variable: Total_M

Source: Output data from SPSS version 24, processed in 2024

Table 4. Results of the Second Statistical Test

Model		Unstandardized B	Coefficient Std.Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	0.907	2,610		0.348	0.729
	Total_X	0.150	0.085	0.158	1,770	0.080
	Total_M	0.433	0.066	0.583	6,530	0,000

a. Dependent Variable: Total_Y

Source: Output data from SPSS version 24, processed in 2024

Based on the table above, the t-statistic test can be explained as follows:

1) In the test of the influence of market orientation (X) on business performance (Y), a value t_{hitung} of 1.770 was obtained $>t_{tabel}$ 1.65857, therefore Ho is rejected and Ha is accepted. In short, the first hypothesis (H1) which claims that market orientation has a positive and significant effect on business performance is accepted. While the

significance value obtained is 0.080 which is greater than 0.05, stated as insignificant.

2) The test of the influence of market orientation (X) on innovation (M) obtained a value t_{hitung} of 8.632 $>t_{tabel}$ 1.65857, therefore Ho is rejected and Ha is accepted. In short, the second hypothesis (H2) which claims that market orientation has a positive and significant effect on innovation is accepted. While the significance value obtained is 0.000 which is smaller than 0.05, it is stated as significant.

3) The test of the influence of innovation (M) on business performance (Y) obtained a value t_{hitung} of 6.530 $>t_{tabel}$ 1.65857, therefore Ho is rejected and Ha is accepted. In short, the third hypothesis (H3) which claims that innovation has a positive and significant effect on business performance is accepted. While the significance value obtained is 0.000 which is smaller than 0.05, it is stated as significant.

4) The test of the influence of innovation (M) mediating the influence of market orientation (X) on business performance (Y) obtained a value t_{hitung} of 5.366 $>t_{tabel}$ 1.65857, so Ho is rejected and Ha is accepted. Therefore, the fourth hypothesis (H4) which claims that innovation mediates the effect of market orientation on business performance is accepted.

The coefficient of determination can be used to determine how far the independent variable can affect the dependent variable. The proportion of changes in the dependent variable (Y) caused by the independent variables (X) and (M) increases with increasing R^2, while the percentage change decreases with decreasing R^2. The test results are:

Table 5. Results of the R-Square Determination Coefficient Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.694 [a]	0.482	0.472	2,412

a. Predictors: (Constant), Total _M, Total_X

Source: Output data from SPSS version 24, processed in 2024

From the calculation results above, a score is produced adjusted R square (determination coefficient) of 0.472. It explains that the influence of variables X and M on Y is 47.2%. The determination coefficient value is 47.2% while the rest (100% - 47.2% = 52.8%) is influenced by other variables outside the research or outside the regression equation model. For example, the influence of external factors

such as economic conditions, changes in government policy, market competition, or internal factors such as operational management, marketing strategy, and human resources that are not part of this research model.

The results of the path test show that market orientation (X) has a positive effect on business performance (Y) with a coefficient of 0.158, t = 1.770, and sig = 0.080. Although t-statistics > 1.65 indicate a positive effect, the sig value > 0.05 makes the effect insignificant. Thus, the first hypothesis is not fully accepted. This indicates that leather craft shops need to implement market orientation both towards customers and competitors to develop strategies that can improve their business performance.

Although a positive correlation is seen, statistical significance was not achieved (sig = 0.080), which means the relationship could be due to sample variability. Factors such as small sample size, varying data, or other unidentified factors could influence the results. This means that market orientation, although positive, is not strong enough to be said to have a direct and significant effect. Companies need to consider other factors or combine it with other strategies to improve business performance.

Most respondents stated that businesses are more focused on competitors, and that profits are increasing. This shows that competitor orientation is related to increased profits. Focusing on competitor strategies can help companies make better decisions and effective strategies. Competitor orientation helps companies stay competitive and responsive to market changes, which is critical to business performance.

The effect of market orientation on innovation has a coefficient of 0.635, t = 8.632, and sig = 0.000, indicating a positive and significant effect. The second hypothesis is accepted, indicating that a strong market orientation focusing on customers and competitors encourages companies to innovate. Most respondents assessed that the company always uses an attractive marketing strategy, indicating that competitor orientation is related to innovative efforts. This means that companies that focus on competitors tend to be more creative in marketing to maintain their advantage.

Innovation has a significant effect on business performance, with a coefficient of determination of 0.583, t = 6.350, and sig = 0.000. The third hypothesis is accepted. Innovation in products and marketing improves business performance, including profit and customer satisfaction. Companies that continue to innovate are better able to adapt to the market and meet customer needs. Respondents stated that an attractive marketing strategy contributes to increased profits. This means that marketing innovation has a significant impact on business profitability.

The results of the mediation effect test show that innovation significantly mediates the influence of market orientation on business performance, with t = 5.366 and sig = 0.000. The fourth hypothesis is accepted. This shows that market orientation not only has a direct effect, but also indirectly through innovation. When companies implement market orientation well, it encourages innovation, which in turn improves business performance. Innovation becomes an important link between market orientation and improved business performance, emphasizing the importance of a dual focus on market orientation and innovation.

V. CONCLUSION AND SUGGESTIONS

Based on the results of the study "The Role of Innovation in Delivering the Influence of Market Orientation on the Business Performance of Leather Craft Shop MSMEs in Sukaregang", it can be concluded that (H1) market orientation has a positive but insignificant effect on business performance, which means that market orientation is important but not strong enough to explain the increase in performance due to the influence of other factors such as economic conditions, government policies, and internal management; (H2) market orientation has a positive and significant effect on innovation, indicating that MSMEs that implement market orientation effectively are better able to innovate through understanding market trends, consumer preferences, and competitor strategies; (H3) innovation has a positive and significant effect on business performance, meaning that MSMEs that continue to innovate, both in products and marketing, tend to experience increased sales, profits, and growth; and (H4) innovation is proven to mediate the effect of market orientation on business performance, indicating that innovation strengthens the relationship between the two. Overall, this study confirms that the combination of market orientation and innovation is an important strategy to improve the business performance of leather craft shop MSMEs in Sukaregang.

The Garut Regency Government is expected to play an active role in supporting MSME leather craft shops through policies and programs, such as training and workshops on market orientation, market

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analysis, marketing strategies, and adaptation to consumer trends. In addition, the government can facilitate access to market information through relevant data and online platforms, as well as provide innovation incentives such as grants or low-interest loans. Product promotion at the national and international levels also needs to be supported to expand market share. Meanwhile, leather craft entrepreneurs in Sukaregang need to be more proactive in implementing market orientation by conducting customer research and monitoring competitors, improving coordination between business functions, and continuing to innovate in product design, material quality, and marketing technology. These initiatives will increase business competitiveness and performance, as well as help face external challenges such as economic conditions and government policies.

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