The existence of Market Orientation in MSMEs Bandung and Cimahi

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Abstract

This research aims to find out how the implementation of market orientation exists in MSMEs in Bandung City and Cimahi City. In this research, researchers used mixed methods research. Determination of samples using saturated sampling techniques. The sample population is 30 MSMEs. In this research, the data analysis used is descriptive data analysis using the Guttman scale. This research is a replication of research conducted by Kohli and Jaworski (1990) using the three set factors of market orientation approach as assessment indicators. The results of this research show that Bandung and Cimahi MSMEs are market oriented at a moderate level, namely at a score of 69.43%. The component of market orientation that needs to be improved is response design because it has the lowest implementation score, namely 63.63%.

Keywords
Market Orientation, MSME

1. Introduction
Micro, Small and Medium Enterprises (MSMEs) are one of the driving forces in development in Indonesia. The MSME sector is vital for creating jobs. MSMEs are able to create jobs faster than the large business sector. MSMEs are one of the engines of the national economy, absorbing almost 96.92% of the total national workforce. There is no need to doubt the development and contribution of MSMEs to the Indonesian economy. Considering the important role of MSMEs, the Government continues to encourage various efforts so that MSMEs can adapt to technological developments. The government is taking comprehensive steps to strengthen the MSME and *e-commerce ecosystem* through ease of licensing, fiscal incentives, certification, a healthy business climate, digital payments, and personal data protection (https://ekon.go.id/publikasi/detail/ 5047/menko).

The development of Micro and Small Enterprises (UMK) in Indonesia is one of the priorities in national economic development. This is apart from the fact that these businesses are the backbone of the people's economic system which is not only aimed at reducing the problem of disparities between groups, income and between business actors, or poverty alleviation and employment absorption. More than that, its development is able to expand the economic base and can provide a significant contribution in accelerating structural change, namely improving the regional economy and national economic resilience (Abbas, 2018)

In the economy of West Java province, MSMEs are growing rapidly. Apart from that, this group has also proven to be resistant to various kinds of economic crisis shocks. As can be seen from the data reported by the Ministry of Cooperatives and Small and Medium Enterprises (Kemenkop UKM), the total number of MSMEs in Indonesia reached 6,257,390 business units in 2021. With the highest value from Bogor City at 506,347 business units and the lowest at 34,962 from Banjar City . The growth in the number of MSMEs in the cities of Bandung and Cimahi is shown in table 1.1
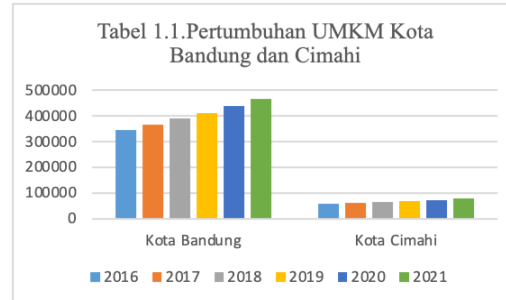
Source: jabarprov.go.id

Micro, Small and Medium Enterprises (MSMEs) in Bandung City in 2021 will reach 464,346 businesses and in Cimahi City there will be 76,833 businesses. Micro, Small and Medium Enterprises (MSMEs) have a very important role in the backbone of the West Java economy. As many as 98.5% or around 4.5 million business actors in West Java are Micro, Small and Medium Enterprises (MSMEs) with a workforce absorption of 75%. This was stated by West Java Province DPRD Member Yunandar Eka Perwira. (https://dprd.jabarprov.go.id/)

The development and contribution of MSMEs to the Indonesian economy cannot be doubted. Technological progress cannot be stopped, so a company's products will continue to develop to a point where these products will be difficult to differentiate from one another. The existence of intense competitive pressure directly or indirectly affects the company's marketing performance.

Development of external factors and then being able to maximize all components of internal resources by creating various advantages, after that then prepare a strategy to achieve the goal. The strategy in question is a more measurable and systematic planning step that has its own differences and characteristics both in terms of the product or service produced and the competence of human resources (Uska, 2010)

Strategic planning is important to gain competitive advantage *(* Rangkuty, 2003). In its application, good and mature strategic planning will also influence market orientation. Through market orientation regarding how it influences company performance, encouraging companies to innovate their products and how good management can properly understand what consumers want and need. A company's ability to understand consumers' wants and needs and provide products or services that consumers want and need is known as market orientation (Naver and Slater, 1990 in Alam, 2013). The company's focus on market orientation is a strategy and an important role in marketing activities. So companies that use the market orientation method will have higher net profits, of course the better the company value will be, which will affect the company's performance.

Slater and Narver (1990) to be able to produce superior value for customers efficiently and effectively requires a company with a market orientation. Market orientation is defined as an organizational culture that requires all elements in the company to always obtain information about customer needs, both current needs and potential needs that may arise in the future. Increasing market orientation will not only influence company performance through levels of customer satisfaction, but can also increase employee organizational commitment (Kohli & Jaworski, 1990)

Market orientation is known as the company's ability to understand consumers' wants and needs and provide products or services that consumers want and need (Rosiana, 2020) . In market orientation through the " *three set factors of market orientation* " approach (Kohli and Jaworski, 1990) which consists of gathering broad market intelligence related to current or future customer needs, disseminating intelligence among departments, responding and organizing to that intelligence.

Market orientation through the " *three set factors of market orientation* " approach monitors and analyzes information regarding customer wants and needs. After that, implement the information that has been obtained. Then how do companies and consumers respond to a product or service.

The author is interested in replicating research conducted by Kohli and Jaworski (1990) using the *three set factors of market orientation approach* as assessment indicators. Replication of research related to market orientation is still minimal. Several previous studies conducted by Steriani Tulenan (2016) regarding "Market Orientation at UD Bintang Lima Peanut Eggs in Tomohon City" concluded that market orientation was said to be good in terms of customer orientation, namely understanding customer desires, satisfaction and creating value for customers.

From this description, the author is interested in carrying out research on "The Existence of Market Orientation in MSMEs in West Java". This research will explore how to implement market orientation in MSMEs by referring to the " *three sets of factors of market orientation* ". Consequently, market orientation has become a prerequisite for success and the ability to generate profits (profitability) for every company (Jaworski & Kohli 1990).

1.1 Objectives
This research will discuss the existence of market orientation implementation which consists of: *Intelligence generation, Intelligence dissemination, Response design and Response implementation* in MSMEs in the cities of Bandung and Cimahi. The objectives of this research are as follows:
1. What is the existence of the implementation of *Intelligence Generation* in MSMEs in the cities of Bandung and Cimahi
2. What is the existence of the implementation of *Intelligence Dissemination* in MSMEs in the cities of Bandung and Cimahi
3. What is the existence of the implementation of *Response Design* in MSMEs in the cities of Bandung and Cimahi
4. What is the existence of the implementation of *Response Implementation* in MSMEs in the cities of Bandung and Cimahi
5. What is the existence of the implementation of *Market Orientation* for MSMEs in the cities of Bandung and Cimahi

2. Literature Review
Market Orientation
Using the theory-in-use approach described by Zaltman, LeMasters, and Heffring (1982), Kohli and Jaworski (1990) define Market Orientation as consisting of three sets of activities (3 sets of factors of market orientation): (1) entire organizational generation market intelligence relating to current and future customer needs, (2) dissemination of intelligence across departments, and (3) organization-wide responsiveness to it. Next, the responsiveness component is defined as being composed of two sets of activities—the design response (i.e., using market intelligence to develop a plan) and the implementation response (i.e., executing the plan). This definition focuses on specific behaviors and therefore facilitates the operationalization of the Market Orientation construct.

Market orientation is important for companies in line with increasing global competition and changes in customer needs where companies realize that they must always be close to their markets. Market orientation is a business culture where the organization is committed to continuing to be creative in creating superior value for customers. (Bakti and Harun, 2011)

(Pelham and Wilson, 1996) identified that a high level of market orientation offers small firms a strong source of competitive advantage and survival performance. (Baker and Sinkula, 2009) found that there is a significant positive relationship between market orientation and profitability in the context of small businesses. Market orientation is a process that produces and provides information about the market with the aim of creating superior value for consumers. (Luke and Ferrell, 2000). Meanwhile, according to (Narver and Slater, 1990), market orientation is the most effective organizational culture in creating important behavior to create superior value for buyers and performance in business. Market orientation consists of 3 behavioral components, namely customer orientation, competitor orientation and inter-functional coordination.
Narver and Slater (1990) found a positive relationship between market orientation and business profitability. Narver and Slater (1998) conducted a simultaneous regression of entrepreneurial orientation and market orientation on ROI. They found a significant effect of market orientation, but not entrepreneurial orientation.

Companies that are successful in controlling the market are called market drive firms, namely companies that always place customer orientation and competitor orientation in harmony, resulting in better marketing performance (Alam, 2013)

MSMEs
MSMEs are a collection of companies, which are heterogeneous in size and nature, which, if used together, will have significant direct and indirect participation in national production, employment and job creation (Kuwayama, 2001). MSMEs are independent productive business units, which are carried out by individuals or business entities in all economic sectors (Tambunan, 2012)

In Indonesia, the definition of MSMEs is regulated based on Law of the Republic of Indonesia Number 20 of 2008 concerning Micro, Small and Medium Enterprises. Definition according to Law no. 20 of 2008 are:

   a. Micro Business is a productive business owned by an individual and/or individual business entity that meets the Micro Business criteria as regulated in this Law.
   b. Small Business is a stand-alone productive economic business carried out by an individual or business entity that is not a subsidiary or branch of a company that is owned, controlled or is part, either directly or indirectly, of a medium or large business that meets the Small Business criteria as stated in referred to in the Law.
   c. Medium Business is a stand-alone productive economic business carried out by an individual or business entity which is not a subsidiary or branch of a company which is owned, controlled, or is part either directly or indirectly with a Small Business or large business with total net assets or results annual sales as regulated in the Law

Meanwhile, the Central Statistics Agency (BPS) defines MSMEs based on the number of workers, consisting of: 1) Micro businesses, with a workforce of 1-4 people including unpaid workers; 2) Small businesses, with a workforce of 5-19 people; 3) Medium businesses, with a workforce of 20-99 people; 4) Large businesses, with a workforce of 100 people or more.

3. Methods
Based on the background previously explained, researchers carried out further development of MSMEs in the cities of Bandung and Cimahi. The nature of this research is replication and development, namely a repetition of previous research that is similar but with different objects, variables and periods. The difference between this research and the previous one lies in the company studied and the time period in which the analysis was carried out. This research is a replication study that uses the Kohli and Jaworski (1990) research model

In this research, researchers used mixed methods research. *Mixed method research* is a research design that is based on philosophical assumptions as well as inquiry methods. *Mixed Methods Research* is also referred to as a methodology that provides philosophical assumptions in indicating direction or giving instructions on how to collect data and analyze data combining quantitative and qualitative approaches through several phases of the research process. It is widely recognized that the combination of face-to-face interviews and mailed questionnaire surveys can increase the reliability and validity of research (Abernethy et al., 1999; Miles and Huberman, 1994; Sutton and Rafaeli, 1998).

Creswell in Sugiono's book states that " *Mixed Methods Research is an approach to inquiry that combines or associates both qualitative quantitative forms of research* ". The combination method is an approach that combines or connects qualitative and quantitative research methods because it presents research results with numbers to see how the existence of Market Orientation influences the cities of Bandung and Cimahi. And using descriptive because the researcher aims to describe the extent of the existence of market orientation in MSMEs in the cities of Bandung and Cimahi.

4. Data Collection
This research uses data collection in the form of a questionnaire created with Google Form. The data required for this research is primary data, which relates to measuring *the three sets of factors of market orientation* . Consists of 32 question items. Primary data was collected using the Guttman scale. The Guttman scale is a scale that only provides two answer choices, for example yes-no, good-bad, never-never, etc. (Bahrun, Alifah & Mulyono, 2018). Therefore,

the resulting data is nominal data, where positive answers are given a value of 1 and negative answers are given a value of 0.

Interviews were also conducted in this research, aiming to obtain direct information about the company's market orientation. The target respondents were MSMEs in the cities of Bandung and Cimahi. One of the most important is that they enable a researcher to probe in depth to uncover new clues and dimensions of a problem, and to secure a context-sensitive, clear report resulting from the researcher's encounter with the subject.

Population and Sample
1. Population
   The population for this research is MSME actors in the cities of Bandung and Cimahi, whose numbers are difficult to know or cannot be determined with certainty.
2. Sample
   This research selected samples using non-probability sampling techniques with the quota sampling method. In this way, the population of MSMEs in the cities of Bandung and Cimahi, whose numbers could not be determined and counted, was reduced to 30 respondents.

Research Concepts and Variables
The variables in this research were developed from Kohli and Jaworski (1990) which consist of Market Intelligence (*Intelligence Generation*) consisting of 10 question items, Market *Intelligence Dissemination* consisting of 8 question items and Responsiveness which is divided into 2 parts, namely *Response Design* and *Response Implementation* which consists of 7 question items each.

A. Market Orientation (Intelligence Generation)
1. In this business unit, we meet with customers at least once a year to find out what products or services they will need in the future.
2. Personnel/employees from our business unit production departments, interact directly with customers to learn how to serve them better.
3. In this business unit, we do a lot of internal market research.
4. We have been slow to detect changes in our customers' product preferences.
5. We conduct end-user surveys at least once a year to assess the quality of our products and services.
6. Our business unit always carries out discussions or surveys with distributors or retailers.
7. We gather industry information through informal means (e.g., having lunch with industry peers, talking to trading partners).
8. In our business unit, research on our competitors is produced independently by several departments.
9. We are slow to detect fundamental changes in our industry (e.g. competition, technology, regulation).
10. We periodically review the possible impact of changes in our business environment (e.g., regulations) on customers.

B. Market Orientation (Intelligence Dissemination)
1. Much of the informal conversation in this business unit concerns our business unit's tactics or competitors' strategies.
2. We hold interdepartmental meetings at least once a quarter to discuss market trends and developments.
3. Marketing personnel in our business units spend time discussing future customer needs with other functional departments.
4. Our business units periodically circulate documents (e.g., reports, newsletters) that provide information about our customers.
5. When something important happens to a large customer or market, the entire business unit knows about it within a short period of time.
6. Customer satisfaction data is disseminated at all levels in this business unit on a regular basis
7. Minimal communication between marketing and production departments regarding market developments.
8. When one department knows something important about a competitor, it is slow to tell other departments.

C. Market Orientation (Response Design)
1. It took us a very long time to decide how to respond to our competitors' price changes

2. The principle of market segmentation drives new product development efforts in this business unit
3. For one reason or another, we tend to ignore changes within ourselves
4. For one reason or another, we tend to ignore changes in our customers' product or service needs.
5. Our business plan is driven more by technological advances than by market research.
6. Several departments gather periodically to plan responses to changes occurring in our business environment
7. The product lines we sell depend more on internal politics than actual market needs.

D. Market Orientation (Response Implementation)

1. If a major competitor launches an intensive campaign targeted at our customers, we will implement an immediate response.
2. The activities of the various departments in this business unit are well coordinated.
3. Customer complaints are ignored in this business unit.
4. Even though we have a great marketing plan, we may not do it on time
5. We respond quickly to significant changes in our competitors' pricing structures
6. When we learn that a customer is dissatisfied with the quality of our service, we immediately take corrective action.
7. When we discover that a customer wants us to modify a product or service, the departments involved make a concerted effort to do so.

5. Results and Discussion

5.1 Numerical Results

In this research, the data analysis used is descriptive data analysis using the Guttman scale. Guttman scale calculations are carried out using examples of questions asked to determine the implementation of *intelligence generation.*
In this business unit, we meet with customers at least once a year to find out what products or services they will need in the future.

a. Yes
b. No

In this business unit, we do a lot of internal market research

a. Yes
b. No. To find out the position of the percentage of "yes" answers obtained from the survey questionnaire, it is calculated first and then placed in the percentage scale range as follows:

Answer value "yes" = 1
Answer value "no" = 0
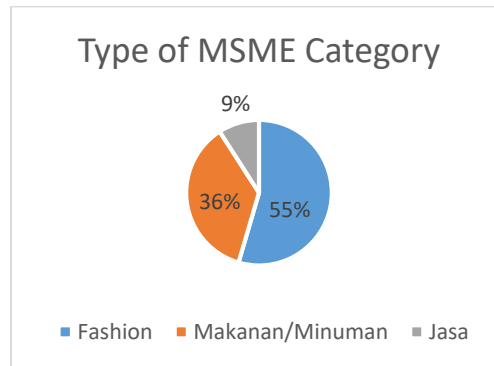Converted in percentage:
Answer "Yes" = 1 x 100%/100%
Answer "No" = 0 x 100% (so there is no need to calculate)

5.2 Graphical Results
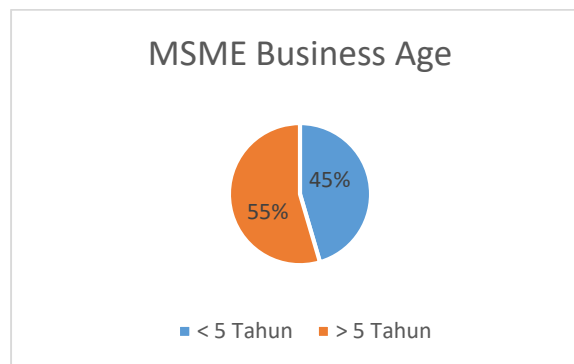**Presentation of Research Data**

Description of Respondent Characteristics

Figure 2. MSME categories

Based on Figure 2, it is known that the majority of business types are the fashion and food industries.

Figure 3. Age of MSME Businesses

Based on Figure 4.2, it is known that business age consists of 55% of businesses that have been running > 5 years and 45% of those that have been running < 5 years.

I. Intelligence Generation (market intelligence)

Table 2. Intelligence Generation Research Results

Intelligence Generation	Percentage
1. In this business unit, we meet with customers at least once a year to find out what products or services they will need in the future.	54.55%
2. Personnel/employees from our business unit production departments, interact directly with customers to learn how to serve them better.	81.82%
3. In this business unit, we do a lot of internal market research.	100%
4. We have been slow to detect changes in our customers' product preferences.	81.82%
5. We conduct end-user surveys at least once a year to assess the quality of our products and services.	45.45%
6. Our business unit always carries out discussions or surveys with distributors or retailers.	72.73%
7. We gather industry information through informal means (e.g., having lunch with industry peers, talking to trading partners).	81.82%
8. In our business unit, research on our competitors is produced independently by several departments.	54.55%

9.	We are slow to detect fundamental changes in our industry (e.g. competition, technology, regulation).	54.55%
10.	We periodically review the possible impact of changes in our business environment (e.g., regulations) on customers.	81.82%
	Average	70.91%

a. Questionnaire data findings

The research results showed that 70.91% of respondents chose to answer Yes. Services to consumers aim to maintain and improve psychological relationships between producers and consumers as well as monitoring various consumer complaints. The company understands consumer needs well through the products consumers buy.

b. Interview data findings :

In this business unit, we meet with customers at least once a year to find out what products or services they will need in the future, with an average value of 54.55%. The company conducted a product quality assessment survey for end users, with the lowest average score being 45.45%. In our business unit, research on our competitors is produced independently by several departments with an average rating of 54.55%. We are slow to detect fundamental changes in our industry (e.g. competition, technology, regulation), with an average score of 54.55%. The author summarized some of the answers: "We have limited human resources, so we didn't think of doing that." "Usually we read consumer reviews from Instagram *comments* or reviews on *the marketplace* .". "We didn't even know what to do."

II. Intelligence Dissemination

Table 3. Intelligence Dissemination Research Results

Intelligence Dissemination	**Percentage**
1. Much of the informal conversation in this business unit concerns our business unit's tactics or competitors' strategies.	90.91%
2. We hold interdepartmental meetings at least once a quarter to discuss market trends and developments.	72.73%
3. Marketing personnel in our business units spend time discussing future customer needs with other functional departments.	72.73%
4. Our business units periodically circulate documents (e.g., reports, newsletters) that provide information about our customers.	54.55%
5. When something important happens to a large customer or market, the entire business unit knows about it within a short period of time.	81.82%
6. Customer satisfaction data is disseminated at all levels in this business unit on a regular basis	54.55%
7. Minimal communication between marketing and production departments regarding market developments.	63.64%
8. When one department knows something important about a competitor, it is slow to tell other departments.	72.73%
Average	70.45%

a. Questionnaire data findings

The research results showed that 72.73% of respondents chose to answer Yes. The company's response regarding consumer complaints, well-coordinated company activities, corrective action regarding product quality, from several indicator points to questions, almost all of them have been carried out by respondents.

b. Interview data findings:

"Documents such as product sales data, consumer data, only the owner or admin knows"

"Consumers who complain are usually only handled by the admin department. Even owners often don't know."

III. Response Design

Table 4. Response design research results

Response Design	Percentage
1. It took us a very long time to decide how to respond to our competitors' price changes	54.55%
2. The principle of market segmentation drives new product development efforts in this business unit	100%
3. For one reason or another, we tend to ignore changes within ourselves	54.55%
4. For one reason or another, we tend to ignore changes in our customers' product or service needs.	72.73%
5. Our business plan is driven more by technological advances than by market research.	18.18%
6. Several departments gather periodically to plan responses to changes occurring in our business environment	63.64%
7. The product lines we sell depend more on internal politics than actual market needs.	81.82%
Average	63.63%

a. Questionnaire data findings

The research results showed that 63.63% of respondents chose to answer Yes. Market segmentation as product development received a 100% answer, meaning that all respondents did this. Market segmentation is a process where the market is divided into customers consisting of people with various needs and the same characteristics, directing them to respond to product or service offers and certain strategic marketing programs in the same event.

b. Interview data findings:

Responses to changes in competitors' product prices, responses to changes in consumer needs, business planning oriented towards technological progress rather than market research, from several of these points the answer is still dominated by No. The author summarizes some of the interview results:

"We set the selling price based on the cost price plus a margin"

"Our production still uses makloon, so it is difficult to compete on price with big players"

"We haven't digitalized yet"

IV. Response Implementation

Table 5. Response Implementation Research Results

Response Implementation	Percentage
1. If a major competitor launches an intensive campaign targeted at our customers, we will implement an immediate response.	36.36%
2. The activities of the various departments in this business unit are well coordinated.	100%
3. Customer complaints are ignored in this business unit.	90.91%
4. Even though we have a great marketing plan, we may not do it on time	18.18%
5. We respond quickly to significant changes in our competitors' pricing structures	63.64%
6. When we learn that a customer is dissatisfied with the quality of our service, we immediately take corrective action.	100%
7. When we discover that a customer wants us to modify a product or service, the departments involved make a concerted effort to do so.	100%
Average	72.73%

a. Questionnaire data findings

The research results showed that 72.73% of respondents chose to answer Yes. The company's response regarding consumer complaints, well-coordinated company activities, corrective action regarding product quality, from several indicator points to questions, almost all of them have been carried out by respondents.

b. Interview data findings:

Responding to consumer preferences and marketing plans in a timely manner is still not optimally implemented by respondents.

"We still carry out marketing activities very traditionally, and do not carry out evaluations on this matter"

"There is no definite schedule in the marketing plan that we carry out, it can be once a month or even more often"

Based on the results of quantitative analysis of questionnaire data using the Guttman scale and qualitative analysis in the form of interviews with respondents, it shows an average figure of 69.43%, which shows an attitude of agreement regarding the implementation of market orientation based on the theory of three sets of factors of market orientation (Kohli and Jaworski 1990).

These results indicate that respondents strive to provide consumer services in accordance with good quality standards. Respondents always find out about deficiencies and weaknesses in customer service. By accepting all criticism and suggestions from customers. In this way, respondents improve and improve services so that customers are satisfied.

5.3 Proposed Improvements

For further research, other variables can be added such as competitive advantage and MSME performance. Based on the results obtained from questionnaires and interviews regarding the existence of market orientation in MSMEs in the cities of Bandung and Cimahi, it is recommended to maintain market orientation on market intelligence (intelligence generation), dissemination of market intelligence (intelligence dissemination) and response to market intelligence. MSMEs are expected to further improve product innovation, marketing evaluation, customer service and customer service evaluation.

6. Conclusion

1. Bandung and Cimahi MSMEs are already market oriented at a moderate level, namely at a score of 69.43%, and must be improved further.
2. The component of market orientation that needs to be improved is response design because it has the lowest implementation score, namely 63.63% percent of the 100 percent total component score.
3. The market orientation components with the highest implementation scores (with a score of 100%) are:
    a. In this business unit, we do a lot of internal market research
    b. The principle of market segmentation drives new product development efforts in this business unit
    c. The activities of the various departments in this business unit are well coordinated.
    d. When we discover that a customer wants us to modify a product or service, the departments involved make a concerted effort to do so.
4. Ways that MSMEs can take to improve the market orientation component which is still low (with a score of less than 50%) are:
    a. We conduct end-user surveys at least once a year to assess the quality of our products and services.
    b. If a major competitor launches an intensive campaign targeted at our customers, we will implement an immediate response
    c. Even though we have a great marketing plan, we may not do it on time

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Biography

Rima Dwijayanty is a Doctoral student in the Doctoral Program at Widyatama University, Bandung. Currently serving as a Lecturer at Sangga Buana University, Indonesia. My research interests are Islamic Banking, Financial Management, capital markets and other business ethics related topics.