



THE INFLUENCE OF MARKET ORIENTATION, LEARNING ORIENTATION, INNOVATION AND COMPETITIVE ADVANTAGE TO IMPROVE MARKETING PERFORMANCE

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Abstract

The study is aimed at examining the effect of market orientation, learning orientation, innovation and competitive advantage on marketing performance. Populations in this research are 41 which 3, 4 and 5 star-rated hotels in Semarang City. The numbers of samples in this research are 120 respondents by using purposive sampling technique. Methods of data collection are using documentation and questionnaires. Data analysis is using Structural Equation Modeling (SEM). The result of this research show that companies which apply learning orientation, innovation and competitive advantage can improve marketing performance, but for market orientation has no effect on marketing performance.

Abstrak

Studi ini bertujuan untuk menguji pengaruh orientasi pasar, orientasi belajar, inovasi dan keunggulan kompetitif terhadap kinerja pemasaran. Populasi dalam penelitian ini adalah 41 hotel bintang 3, 4 dan 5 di Kota Semarang. Jumlah sampel dalam penelitian ini adalah 120 responden dengan menggunakan teknik purposive sampling. Metode pengumpulan data menggunakan dokumentasi dan kuesioner. Analisis data menggunakan Structural Equation Modeling (SEM). Hasil penelitian ini menunjukkan bahwa perusahaan yang menerapkan orientasi pembelajaran, inovasi dan keunggulan kompetitif dapat meningkatkan kinerja pemasaran, tetapi untuk orientasi pasar tidak berpengaruh terhadap kinerja pemasaran.

INTRODUCTION

The city of Semarang is one of the business centers in the Central Java Province which is a rapidly growing center of accommodation business, where business people utilize the accommodation mode as a means for their business needs (BPS, 2016). The development of the tourism sector that continues to be activated by the government also contributes to the growth of the provision of accommodation services such as hotels. The growth of the accommodation business in the form of star hotels as one of the supporting elements of business and tourism activities is increasing. Anshori (2011) said that hotels are only oriented to products and services generally, building physical facilities is still considered a powerful way to attract consumers. Hotels that are only product-oriented will not get optimal performance, because what is done is no different from other hotels.

Performance reflects the level of success of a business that is done either by an individual, group, organization or company (Sari, 2013). The company's strategy is always directed to produce performance, both marketing performance and financial performance (Ferninand, 2000). Marketing performance is an important element of company performance in general because the performance of a company can be seen from the marketing performance that has been done so far (Winata, 2010). Marketing performance is characterized by good sales growth from previous years and higher growth than competitors and has a broader market share than in previous years (Tanoko, 2010).

Companies must understand consumers by observing current market conditions. Uncles (2000) market orientation is concerned with the processes and activities associated with creating and satisfying customers by continually assessing their needs and wants and doing so in a way that there is a demonstrable and measurable impact on business performance. Narver and Slater (1990) market orientation is the organization culture that most effectively and efficiently creates the necessary behaviors for the creation of superior value for buyers and, thus, continuous superior performance for the business.

Research by Manzano et al. (2005) that in the literature about the market orientation-performance relationship, the results of this study support a positive relationship between these two concepts. Halim et al. (2012) market orientation have a significant effect on marketing performance. However, it is different from Musrifah and Murwatiningsih (2017) shows the results of a market orientation positive effect on marke-

ting performance but not significant, the rise of market orientation may not necessarily improve marketing performance. Market orientation has a positive and significant effect on marketing performance through competitive advantage. Han et al. (1998) that of market orientation on performance is positive but nonsignificant. Proceed with the mediational testing by subjecting the market orientation-innovation-performance. The results show that market orientation significant contribution toward superior performance when innovations are accounted. Widiartanto and Suhadak (2013) there is a non-significant effect of market orientation on organization performance.

In addition, the ability of human resources also needs to be considered and improved. Ferdinand (2002b) the learning process is developed as one of the "organizational cultures." Widodo (2013) the process of strategic learning is pointing to insight (the effort to find new things) and long-term outlook. Prakosa (2005) all companies will try to study their environment. Companies that can adapt make things go well will be a long period of time.

In Farrel's research (2000) shows that learning orientation is positively and significantly related to company performance. Similar to the study of Baker and Sinkula (1999) that learning orientation is positively and significantly related to overall performance. However, different in Primanita and Murwatiningsih's research (2017) learning orientation has no significant effect on marketing performance.

The dynamic market conditions, it takes the effort to present an idea that is attractive to consumers and different from competitors. O'Regan and Ghobadian (2005) innovation are implementing new ideas that create value. Hurley and Hult (1998) firms that have a greater capacity to innovate are able to develop a competitive advantage and achieve higher levels of performance. Murwatiningsih et al. (2016) innovation are highly essential for the success of changes generally in a business environment. Wahyono (2002) innovation is an important function of management because innovation will determine a superior business performance.

Research by Pardi et al. (2014) that innovation has a positive significant effect on marketing performance. Mahmoud and Hinson (2012) innovation have a significant effect on performance. Anshori (2011) shows the results of the significant influence of market orientation and learning orientation on innovation; then innovation has a significant effect on the performance of hotel companies. Prakoso (2005) proving innovation can also be an intervening variable of learning

orientation on firm performance. However, there is a gap in results in Newman et al.'s research (2012) that the dimensions of market orientation (customer orientation and competitor orientation) have no significant effect on innovation. Manzano et al. (2005) direct relationship between market orientation and innovation could not be statistically proved. Hult et al. (2004) on the other hand, the effect of learning orientation on innovation did not significantly. Farraresi et al. (2012) innovation did not contribute positively to business performance.

Basically, any company that competes in the industry will be able to be superior compared to competitors (Supranoto, 2009). Competitive advantage is the heart of the company's performance to take on competition (Porter, 1993). Management ability to recognize its competitors is very important in order to ensure certainty that the company has advantages that cannot be replicated by its competitors. Companies that can increase the effectiveness of the company the profitability gained will also increase (Kuswanti & Prihandono, 2017).

Research by Pardi et al. (2014) that learning orientation has a positive and significant effect on competitive advantage. Sayekti and Soliha (2016) that competitiveness has a positive and significant effect on marketing performance. It means that the higher competitiveness, the higher its performance. Astuti (2016) shows that the competitive advantage variable mediates the influence of learning orientation on marketing performance. However, Oliver (2000) said that in a world of constant change, where no competitive advantage is long sustainable, success would go to those who focus on renewal through tuning their organizations to constantly learn and execute new corporate initiatives. Rapidly changing technology and a mutating competitive, the conditions that can be achieved is "temporary competitive advantage." Setyawati's research (2013) competitive advantage has no significant effect on performance. Thus, Ferdinand (2002a) said that marketing instruments should be developed into a competitive advantage superior to the instrument that is owned and used by the competitors in the market which entered.

Increasing the number of star hotels in Semarang City, the competition is getting tougher in the hospitality industry. Utami (2017) hotel is a business that is engaged in professionally managed accommodation in order to get profit by providing services, lodging, food, drinks, and other facilities. Based on the Decree of the Minister of Tourism and Creative Economy No.PM.53/HM.001/MPEK/2013 about Hotel Business Standards, the

classification of star and non-star hotels is carried out by an independent agency established by the government with structure private parties such as the Certification Board of Tourism Sector and government agencies such as Local Government. Classification of star hotels: five-star hotels, four-star hotels, three-star hotels, two-star hotels and one-star hotels.

BPS (2016) Room Occupancy Rate is the percentage of rooms occupied by guests to the number of rooms available. Room boarding is the hotel's main service product, so a high percentage of the room occupancy rate of a hotel will provide high revenue and profit for the hotel compared to other hotel products such as Meeting, Incentive, Convention and Exhibition (MICE), laundry, bar, restaurant or room service (Utami, 2017). Thus, it can be said that the high level of hotel occupancy (room occupancy rate) is part of the success of good marketing performance.

Table 1. Occupancy Rate of Hotels in Semarang City in 2016

Month	3-Star	4-Star	5-Star
Des 2015	57.39	57.05	77.63
Januari	48.22	53.98	58.79
Februari	64.98	60.95	59.99
Maret	55.33	58.81	61.43
April	59.59	58.59	46.03
Mei	64.75	67.67	62.84
Juni	65.87	61.61	63.71
Juli	61.89	60.99	65.99
Agustus	52.82	54.43	56.63
September	70.74	69.39	59.94
Oktober	60.07	64.94	54.80
November	70.30	65.46	61.91
Desember	64.91	64.91	63.27
Average in 2016	61.42	61.81	59.61

Based on Table 1, shows the level of occupancy of rooms in star hotels in Semarang in 2016 has increased and decreased (fluctuations) every month. In 3-star hotels, increases occur in February, April, May, June, September and November. In 4-star hotels, the increase only occurs in February, May, September, and November. In 5-star hotels increases in February, March, May, June, July, September, November and December. The average room occupancy rate in 2016 in 3-star

hotels was 61.42%, 4-star was 61.81% and 5-star was 59.61%.

Hypothesis Development

Companies with a market-oriented will show understanding of the idea/process/new innovative products that can meet the needs and wants of customers.

Research was done by Mahmoud and Hinson (2012), Widiartanto and Suhadak (2013) show that there is a significant influence of market orientation on innovation. The difference in results is found in the Manzano et al. (2005) and Newman et al. (2012) the relationship of market orientation to innovation is not significant.

H1: Market Orientation has an influence on Innovation.

Business actors must be able to analyze the needs and want of their customers to achieve competitive advantage and must establish a good relationship with their customer (Azizah & Maf-tukhah, 2017). Companies that implement market orientation will have an advantage in terms of customer knowledge, and this excess can be used as a source of superior strength compared to competitors.

This is supported by the research of Sup-ranoto (2009) and Setyawati (2013) that market orientation has a positive and significant effect on competitive advantage.

H2: Market Orientation has an influence on Competitive Advantage.

Market orientation makes companies understand the market, competitors, and coordinate information to all members, making it easier to implement a strategy that can improve marketing performance.

Research was done by Farrell (2000) and Manzano et al. (2005) show that market orientation has a positive and significant effect on performance. But there are differences in the results of the research by Widiartanto and Suhadak (2013) that market orientation did not have a significant effect on company performance.

H3: Market Orientation has an influence on Marketing Performance.

Organizational learning is a process in which organizations/ companies learn to have expertise in creating, learning and transferring knowledge and attitudes from companies to reflect the learning outcomes of the company (Garvin, 1993). Organizations that are committed to learning can increase the willingness of their members to be creative and innovative. With the know-

wledge and application of learning that continues to be carried out, there will be a process/product that is innovation.

The research was done by Anshori (2011) that learning orientation has a positive and significant effect on innovation. However, Hult *et al.* (2004) learning orientation didn't have a significant effect on innovation.

H4: Learning Orientation has an influence on Innovation.

The more learning is done, the more knowledge and experience that can be obtained by members of the organization. With this knowledge and experience, the ability of human resources is very instrumental in the process of creating superior value. The superior value in terms of price, product, uniqueness, or quality will attract customers to use the company's products/services compared to competitors, which will lead to the creation of excellence.

This has been proven as in the study of Pardi et al. (2014) learning orientation has a positive effect on competitive advantage.

H5: Learning Orientation has an influence on Competitive Advantage.

In the organization, there are processes learning, as part of the dynamics of organizational learning. Good organizational learning will provide the ability to develop assets, and therefore can improve the quality of the resulting strategy which in turn has the opportunity to improve performance (Ferdinand, 2002b).

Research was done by Baker and Sinkula (1999), Farrell (2000) show that learning orientation is positively and significantly related to company performance. However, in the study of Halim et al. (2012) learning orientation has a negative and insignificant effect on marketing performance.

H6: Learning Orientation has an influence on Marketing Performance.

Hurley and Hult (1998) companies with high innovative capability will be more successful in responding to their environment and develop new capabilities that lead to competitive advantage and superior performance. Deciding to use information technology can improve job performance better, the benefits of this facility are based on the frequency of use and various technologies operated (Murwatiningsih & Yulianto, 2017).

This study strengthened by Hult et al. (2004), Mahmoud and Hinson (2012) and Pardi et al. (2014) that innovation has a positive and significant effect on marketing performance. Howe-

ver, Farraresi et al. (2012) that innovation has no significant effect on company performance.

H7 :Innovation has an influence on Marketing Performance.

Competitiveness is needed as a form of evaluation and motivating performance improvement (Handriani, 2011). A product rated superior by consumers when the product is considered to have the value is more than the competitor's product (Permana, 2013). Ferdinand (2002) if the company is unable to survive in competition, then it can be sure to experience a loss in its market share.

This is strengthened by the research of Sayekti and Soliha (2016) and Pardi et al. (2014) show that there a positive and significant effect of competitive advantage on marketing performance, which competitive advantage carried out by companies can improve marketing performance. However, Setyawati (2013) that the relationship between competitive advantage and performance is insignificant.

H8: Competitive Advantage has an influence on Marketing Performance.

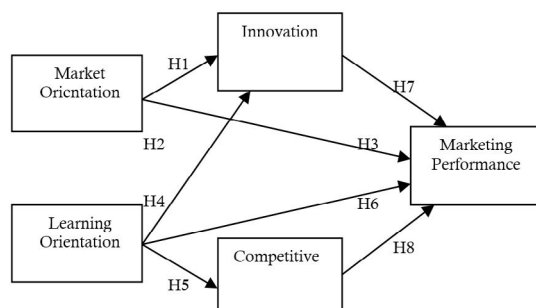


Figure 1. Research Model

METHOD

Populations in this research are 41 which 3, 4 and 5 star-rated hotels in Semarang City. The numbers of samples in this research are 120 respondents by using purposive sampling technique. The proportion was taken 30% of the population of 3, 4 and 5-star hotels in Semarang City.

Table2.The Number of Starred Hotels in Semarang City Year 2016 and Number of Samples Taken

Hotel Classification	Number of Hotels	Samples
5-Star	4	1
4-Star	12	4
3-Star	25	7
Total	41	12

Methods of data collection are using documentation and questionnaires. Data analysis is using Structural Equation Modeling (SEM).

Research Variables

There are two exogenous variables:

1. Market Orientation (MO) with indicators: customer orientation, competitor orientation and inter-functional coordination.
2. Learning Orientation (LO) with indicators: commitment to learning, the openness of mind and shared vision.

There are three endogenous variables, namely:

1. Innovation (IN) with indicators: the culture of innovation, technical innovation and administrative innovation.
2. Competitive Advantage (CA) with indicators: cost advantage, differentiation and product quality
3. Marketing Performance (MP) with indicators: sales growth, customer growth and profit growth.

RESULTS AND DISCUSSION

This technique is intended to estimate the measurement model to test the unidimensionality of exogenous constructs and endogenous constructs.

Table 3. Regression Weights

			Estimate	Loading Factor	S.E.	C.R.	P
IFC	<---	MO	1.000	.41			
CSO	<---	MO	.924	.54	.355	2.607	.009
CO	<---	MO	1.126	.51	.436	2.584	.010
SV	<---	LO	1.000	.78			
OM	<---	LO	1.111	.69	.184	6.032	***
CTL	<---	LO	.729	.52	.151	4.809	***
CI	<---	IN	1.000	.74			
TI	<---	IN	.824	.64	.136	6.074	***
AI	<---	IN	.671	.64	.110	6.107	***
PC	<---	CA	1.000	.63			
DF	<---	CA	1.109	.62	.240	4.615	***
CCA	<---	CA	1.005	.55	.233	4.306	***
SG	<---	MP	1.000	.59			
CG	<---	MP	1.270	.69	.243	5.217	***
PG	<---	MP	1.025	.62	.209	4.900	***

The results in Table 3, of each loading factor value are more than 0.40 and C.R. is more than 2.0, it means that these variables are significantly the dimensions of the latent factor.

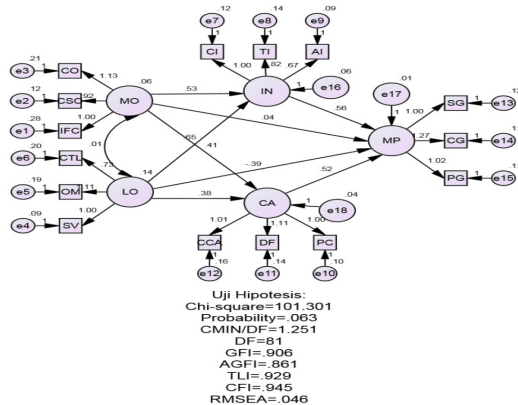


Figure 2. Full Model SEM Test Results

Figure 2 shows the magnitude of the correlation value and the Goodness of Fit value of the standard regression coefficients and squared multiple indexes can be seen in the Table 4.

Table 4. The goodness of Fit Index

Goodness-of-Fit Index	Cut-off value	Model Results	Results
X ² Chi-Square Statistic	Expected to be small. X2 with DF 81 is 103.01	101.301	Fit
Significance/Probability	≥ .05	.063	Fit
CMIN/ DF	≤ 2.00 or ≤ 3.00	1.251	Fit
GFI	≥ .90 ≤ 1	.906	Fit
AGFI	≥ .90 ≤ 1	.861	Marginal
TLI	≥ .95 ≤ 1	.929	Marginal
CFI	≥ .95 ≤ 1	.945	Fit
RMSEA	Between .03 - .08	.046	Fit

In Table 4 shows that the index value for the two measurements cut-off-value are marginal and six measurements are good that have met the criteria of goodness-of-fit, it can be concluded that the model can be accepted or fit.

Hypothesis testing is done to examine the effect or absence of exogenous variables on endogenous variables. The hypothesis is stated to be accepted if C.R. > ±1.96 and probability value (P) < 0.05. The results of hypothesis examine can be seen in the Table 5.

Table 5. Parameter Estimation

			C.R.	P	Results
CA	<---	MO	1.995	.046	Significant
IN	<---	MO	2.056	.040	Significant
IN	<---	LO	4.731	***	Significant
CA	<---	LO	3.637	***	Significant
MP	<---	IN	3.009	.003	Significant
MP	<---	MO	.172	.863	Not significant
MP	<---	LO	-2.055	.040	Significant
MP	<---	CA	2.297	.022	Significant

Based on the results of Table 5, it can be concluded through calculations like the following:

The Effect of Market Orientation on Innovation

Estimation parameter for examining the effect of Market Orientation (MO) on Innovation (IN) indicate that C.R. is 2.056 > ±1.96 and probability value is 0.040 < 0.05. The result of the study is Market Orientation (MO) has a significant effect on Innovation (IN), Hypothesis 1 is accepted. This result indicates that the higher market orientation carried out by hotel management will contribute to the improvement of company innovation. This is because most hotel management have an understanding of the wants and needs of their customers. Market orientation contributes creative ideas in creating new products/ideas/ways in accordance with customer wants and needs.

The results of this study are in accordance with the results of previous studies by Mahmoud and Hinson (2012) that there is a significant influence of market orientation on innovation. Supported by Anshori's research (2011) in which also examines the effect of market orientation on innovation, shows the influence of market orientation significant on innovation.

The Effect of Market Orientation on Competitive Advantage

Estimation parameter for examining the effect of Market Orientation (MO) on Competitive Advantage (CA) shows C.R. is 1.995 > ±1.96 and probability value is 0.046 < 0.05. The results of the study prove that Market Orientation (MO) has a significant effect on Competitive Advantage (CA), Hypothesis 2 is accepted. From this result means that the higher market orientation conducted by hotel managements will contribute to the increasing competitive advantage of the

company. Market orientation of the company has advantages in terms of customer knowledge that can be used as a source of strength improve the excellence of products and services sold to customers to be more superior than the competition.

The result of this study is supported by Setyawat's research (2013) which also examines the effect of market orientation on competitive advantage. It is market orientation has a positive and significant effect on competitive advantage.

The Effect of Market Orientation on Marketing Performance

Estimation parameter for examining the effect of Market Orientation (MO) on Competitive Advantage (CA) shows C.R. is $0.172 < \pm 1.96$ and probability value is $0.863 > 0.05$. The result of the study means Market Orientation (MO) has not significant effect on Marketing Performance (MP), Hypothesis 3 is rejected. This result indicates that market orientation is done by hotel management has no effect on improving marketing performance.

The results of this study are in line with previous research by Widiartanto and Suhadak (2013) that market orientation did not have a significant effect on company performance.

The Effect of Learning Orientation on Innovation

Estimation parameter for examining the effect of Learning Orientation (LO) on Innovation (IN) shows C.R. is $4.731 > \pm 1.96$ and probability value is $0.000 < 0.05$. The result of the study is Learning Orientation (LO) has a significant effect on Innovation (IN), Hypothesis 4 is accepted. It indicates that the higher the learning orientation carried out by hotel managements will contribute to improving innovation. With learning-oriented, it will make the company more open to environmental changes.

The result of this study is supported Anshori's research (2011) that learning orientation has a positive and significant effect on innovation in star hotels.

The Effect of Learning Orientation on Competitive Advantage

Estimation parameter for examining the effect of Learning Orientation (LO) on Competitive Advantage (CA) shows C.R. is $3.637 > \pm 1.96$ and probability value is $0.000 < 0.05$. The result of the study proves that Learning Orientation (LO) has a significant effect on Competitive Advantage (CA), Hypothesis 5 is accepted. From it means that the higher learning orientation conducted

by hotel management will contribute to the increasing competitive advantage of the company. Learning orientation for human resources plays a role in the process of creating superior value. The result of this study is supported by Pardi et al. (2014) learning orientation has a significant effect on competitive advantage.

The Effect of Learning Orientation on Marketing Performance

Estimation parameter for examining the effect of Learning Orientation (LO) on Marketing Performance (MP) shows C.R. is $-2.055 > \pm 1.96$ and probability value are $0.40 < 0.05$. The result of the study means Learning Orientation (LO) has a significant effect on Marketing Performance (MP), Hypothesis 6 is accepted. This means that the higher the learning orientation carried out by hotel management will contribute to increasing marketing performance. Good organizational learning will provide the ability to develop assets, and therefore can improve the quality of the resulting strategy which in turn has the opportunity to improve performance (Ferdinand, 2002b).

The result of this study is supported by Farrell's research (2000) that learning orientation is positively and significantly related to company performance, it same with Baker and Sinkula's research (1999) that learning orientation is significantly related to company performance.

The Effect of Innovation on Marketing Performance

Estimation parameter for examining the effect of Innovation (IN) on Marketing Performance (MP) shows C.R. is $3.009 > \pm 1.96$ and probability value is $0.003 < 0.05$. The result of the study is Innovation (IN) has a significant effect on Performance (MP), Hypothesis 7 is accepted. It means that the higher the company's innovation will contribute to increase marketing performance. Firms have a greater capacity to innovate are able to develop a competitive advantage and achieve higher levels of performance (Hurley & Hult, 1998)

The result of this study is supported by Mahmoud and Hinson (2012), in line with research Hult et al. (2004) that innovation has a positive and significant effect on marketing performance.

The Effect of Competitive Advantage on Marketing Performance

Estimation parameter for examining the effect of Competitive Advantage (CA) on Mar-

Table 6. Direct Effect, Indirect Effect and Total Effect

Path	Direct	Indirect			Total	Results
MO→IN→MP	MO→MP .036	MO→IN .341	IN→MP .852	MO→MP .291	.533	Mediate
MO→CA→MP		MO→CA .376	CA→MP .549	MO→MP .206		Mediate
LO→IN→MP	LO→MP -.582	LO→IN .639	IN→MP .852	LO→MP .545	.258	Mediate
LO→CA→MP		LO→CA .538	CA→MP .549	LO→MP .295		Mediate

keting Performance (MP) shows C.R. is 2.297 > ±1.96 and probability value is 0.022 < 0.05. The result of the study proves that Competitive Advantage (CA) has a significant effect on Marketing Performance (MP), Hypothesis 8 is accepted. From this result means that the higher the competitive advantage of the company will contribute to increase marketing performance. Company unique/ different from competitors and have high-quality product proven to improve marketing performance despite the increasingly fierce competition conditions. Great advantages are in the star hotels in Semarang City make the better the performance of marketing.

The result of this study is in accordance with the results of previous studies conducted by Sayekti and Soliha (2016) shows the results there is a positive and significant effect of the competitive advantage on marketing performance.

Path Analysis

This research can analyze the power of influence between constructs. They are direct, indirect, and total influences. The direct effect is none other than the coefficient of all coefficient lines with one end arrows. The indirect effect is effects that arise through an intermediate variable. The total effect is the effect of various relationships (Ferdinand, 2002). The path analysis results can be seen in the Table 6.

The Effect of Market Orientation on Marketing Performance through Innovation

Based on the results of data analysis, it was found that there was no significant effect between market orientation on marketing performance (H3 is rejected), but then the results showed that market orientation had a significant effect on marketing performance through innovation and competitive advantage with a total indirect effect is 0.497. Found the influence of market orientation on marketing performance through innovati-

on. It is known from the path coefficient that the direct effect of market orientation on marketing performance is 0.036 while the indirect effect has value 0.291 is more than direct. The results of this study indicate that innovation can mediate the influence of market orientation on marketing performance.

This means that the higher the market orientation in which do hotel management, the higher the company's innovation and will increase marketing performance. The company gets an increase in sales, customers and profits for the implementation of market orientation strategy must be through innovation created.

The result of this study was supported by Han et al. (1998) that market orientation has a positive but not significant effect on company performance. However, in his research, it was stated that market orientation had a significant effect on company performance through innovation as an intervening variable.

The Effect of Market Orientation on Marketing Performance through Competitive Advantage

Found the influence of market orientation on marketing performance through competitive advantage. It is known from the path coefficient that the direct effect of market orientation on marketing performance is 0.036 while the indirect effect has value 0.206 is more than direct. The result indicates that competitive advantage is able to mediate the influence of market orientation on marketing performance. This means that the higher the market orientation is done by hotel management, the higher the company's competitive advantage and will improve marketing performance.

So that the company can improve the performance of marketing, it must be through competitive advantages that there have to be offered to customers.

The result of this study was supported by Musrifah, and Murwatiningsih's research (2017) showing market orientation has a positive but not significant effect on marketing performance, the increase of market orientation does not necessarily improve marketing performance. Market orientation has a positive and significant effect on marketing performance through competitive advantage.

The Effect of Learning Orientation on Marketing Performance through Innovation

Based on the results of data analysis, learning orientation has a direct effect on marketing performance, also indirectly or through intervening variables, innovation and competitive advantage with a total indirect effect is 0.840.

Found the influence of learning orientation on marketing performance through innovation. It is known from the path coefficient that the direct effect of learning orientation on marketing performance is -0.582 036 while the indirect effect has value 0.545 is more than direct. The result of this study means that innovation can mediate the influence of learning orientation on marketing performance. That is, improving learning orientation along with increasing innovation can improve marketing performance better.

The results supported by Prakoso's research (2005) proved that innovation could also be an intervening variable of learning orientation on company performance. Anshori (2011) stated that learning orientation had the strongest influence on the creation of innovation. Also, there is innovation as an intervening variable between learning orientation and company performance.

The Effect of Learning Orientation on Marketing Performance through Competitive Advantage

Found the influence of learning orientation on marketing performance through competitive advantage. It is known from the path coefficient that the direct effect of learning orientation on marketing performance is -0.582 while the indirect effect has value 0.295 is more than direct. The result indicates that competitive advantage is able to mediate the influence of learning orientation on marketing performance. That is, improving learning orientation along with increasing competitive advantage improve marketing performance better.

The result is supported by Astuti's research (2016) shows that the competitive advantage variable mediates the influence of learning orientation on marketing performance.

CONCLUSION AND RECOMMENDATION

The results show that the higher the company implements learning orientation, innovation, and competitive advantage will improve marketing performance. But for market orientation, there is no significant effect on marketing performance. Market orientation has an indirect influence on marketing performance through innovation and competitive advantage. This means that the market orientation to improve its marketing performance must be through the innovations that are created or the competitive advantage they have first. Learning orientation also affects marketing performance through innovation and competitive advantage. Increased learning orientation along with increased innovation and competitive advantage of companies can improve marketing performance better.

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