

The Influence of Product Innovation, Marketing Innovation, and Organizational Climate on The Marketing Performance of Convection MSMEs

Tafrikhan Zulqarnain Oase¹, Audita Nuvriasari¹

¹ Universitas Mercu Buana Yogyakarta, Yogyakarta, Indonesia
220510023@student.mercubuana-yogya.ac.id

Abstract

MSMEs play a crucial role in the Indonesian economy, particularly in providing employment opportunities and fostering regional economic growth. This study aims to analyze the influence of product innovation, marketing innovation, and organizational climate on the marketing performance of conventional MSMEs in Boyolali. This study uses a quantitative, cross-sectional design. The population comprises convection MSME owners and managers in Boyolali Regency, Central Java, with 100 respondents selected through purposive sampling based on specific criteria. Data collection was obtained through questionnaires distributed to respondents face-to-face. The data analysis tool uses multiple linear regression. The results of the study show that product innovation, marketing innovation, and organizational climate have a positive and significant effect on the marketing performance of MSMEs. This research supports the Resource-Based View (RBV) theory, which emphasizes the importance of capabilities and internal resources in improving marketing performance.

Keywords

Marketing Innovation, Marketing Performance, Organizational Climate, Product Innovation.

1. Introduction

Micro, Small, and Medium Enterprises (MSMEs) play a strategic role in the national economy by contributing to labor absorption and driving community economic activities. Post-pandemic, MSME growth in Central Java Province shows a positive trend, with the number of business units increasing from 1.6 million in 2022 to 1.8 million in 2023. This growth has also intensified competition, requiring MSMEs to achieve superior marketing performance to sustain their business and expand market share. Marketing performance reflects a company's success in managing marketing activities, building customer relationships, increasing sales, and strengthening brand positioning, and is generally measured through indicators such as sales growth, market share, customer satisfaction, and customer loyalty (Homburg et al., 2020; Kabir, 2021; Raza-Ullah, 2021; Pimenta da Gama, 2023).

A number of studies confirm that the marketing performance of MSMEs is influenced by the ability to innovate and manage the organization's internal environment (Dwivedi et al., 2021; Agus et al., 2023). Product innovation is an important factor because it allows MSMEs to create added value, adapt to changing market tastes, and build sustainable differentiation (Falahat et al., 2020; Manthey et al., 2021; Alwattar & Yurdakul, 2021). Empirical studies show that product innovation positively affects the marketing performance of MSMEs by increasing sales, profitability, and customer satisfaction. Aksoy (2017), Afriyie et al. (2019), and Tirtayasa and Rahmadana (2023) found evidence supporting this relationship. However, other studies indicate that excessive product innovation can have a negative impact if it is easily imitated and loses appeal to consumers, as noted by Kusuma et al. (2022).

Enhancing the marketing performance of MSMEs requires not just product innovation but also marketing innovation. Marketing innovation encompasses the application of new strategies and methods in product design, packaging, promotion, pricing, and the use of digital marketing platforms (Pranowo et al., 2024). Aksoy (2017) emphasizes that marketing innovation allows businesses to differentiate themselves, reach wider markets, and respond more effectively to changing consumer preferences. Empirical studies further demonstrate that marketing creativity and innovation, particularly through the adoption of digital marketing tools, significantly improve both financial and non-financial performance of MSMEs. Supit et al. (2022), Fadilah and Nuvriasari (2024), and Mulyanto and Budi (2025) highlight that the positive impact of marketing innovation is maximized when it is supported by strong internal organizational capabilities, such as skilled human resources, effective leadership, and adaptive organizational structures.

Another internal factor that significantly affects the marketing performance of MSMEs is the organizational climate, which refers to the overall conditions of the work environment shaped by communication patterns, decision-making processes, managerial support, and the general atmosphere within the organization. Schneider et al. (2013) and Dabić et al. (2019) explain that a positive organizational climate

creates an environment where employees feel supported, valued, and motivated to contribute their best efforts. A conducive organizational climate encourages creativity, commitment, collaboration, and innovative behavior among employees, which in turn positively impacts the marketing performance of MSMEs, as demonstrated by Orbaningsih et al. (2024). However, some studies indicate that the effect of organizational climate on marketing performance can be inconsistent, particularly in MSMEs with a centralistic or hierarchical leadership style, where decision-making is concentrated at the top and employee involvement is limited, resulting in a weaker influence on performance outcomes.

This research is focused on convection MSMEs in Boyolali Regency, one of the MSME centers with more than 1,800 active business units, but still faces the problem of fluctuating and not optimal marketing performance (Boyolali Regency Central Statistics Agency, 2024). Limitations in the management of product innovations, marketing innovations, and the utilization of the organizational climate are the main challenges faced by business actors. Based on this phenomenon and the inconsistency of previous empirical findings, this study aims to analyze the role of product innovation, marketing innovation, and organizational climate in improving the marketing performance of conventional MSMEs in Boyolali Regency.

2. Literature Review and Hypothesis Development

2.1. Effect of Product Innovation on Marketing Performance

Product innovation is a key marketing strategy that plays a crucial role in enhancing sales and expanding the market share of MSMEs. Tirtayasa and Rahmadana (2023) argue that the ability of MSMEs to develop and implement innovative products significantly affects marketing performance outcomes, as it allows businesses to differentiate themselves from competitors and respond effectively to evolving consumer preferences. By creating new products or modifying existing ones to meet specific customer needs, MSMEs can increase market attractiveness and improve adaptation to changing market demands. Furthermore, product innovation is most effective when supported by strong market orientation and organizational learning, which provide the necessary insights into customer behavior, competitor activities, and industry trends, enabling MSMEs to anticipate and respond to market shifts proactively (Wiwoho et al., 2020; Hadi, 2023; Mutianto & Hidayati, 2024).

Empirical studies consistently demonstrate that product innovation has a positive and significant impact on the marketing performance of MSMEs. Afriyie et al. (2019) highlight that developing new products or enhancing the quality, features, and design of existing products not only improves sales performance and market share but also increases consumer appeal and loyalty. In addition, product innovation contributes to overall marketing performance across financial, operational, and innovative dimensions, allowing MSMEs to maintain

competitiveness and sustain growth in increasingly dynamic markets. The integration of product innovation with strategic management and market intelligence enables MSMEs to achieve higher efficiency in resource utilization while delivering superior value to customers, ultimately strengthening the organization's position within its target market.

H1: Product innovation has a positive and not significant effect on marketing performance.

2.2. Effect of Marketing Innovation on Marketing Performance

Marketing innovation is a key strategy for MSMEs to create added value, expand market share, and enhance competitive advantage. Rathod et al. (2022) emphasize that marketing innovation allows businesses to differentiate their offerings and adapt to dynamic market conditions, thereby strengthening their market position. This strategy is realized through the application of new methods in product design, promotion, distribution, and pricing that differ from previous practices, enabling MSMEs to respond effectively to consumer needs and competitor actions (Kotler & Keller, 2016). By adopting innovative marketing approaches, MSMEs can optimize promotional costs, improve the efficiency of market reach, and build stronger, more sustainable relationships with customers, which ultimately contributes to enhanced marketing performance (Purchase & Volery, 2020; Fadilah & Nuvriasari, 2024).

Empirical studies indicate that marketing creativity and innovation significantly increase the competitiveness and performance of MSMEs. Supit et al. (2022) highlight that implementing new promotional strategies, updating product designs, developing distribution channels, adjusting prices based on customer value, and leveraging digital technologies can positively influence marketing outcomes. Through these efforts, MSMEs are able to attract more customers, increase market share, and maintain sustainable growth in highly competitive markets. The integration of marketing innovation with internal capabilities, such as skilled human resources and adaptive organizational processes, further strengthens the organization's ability to achieve superior marketing performance and long-term success

H2: Marketing innovation has a positive and significant effect on the marketing performance.

2.3. Organizational Climate and Marketing Performance

Organizational climate refers to the psychological and social conditions experienced by members within the work environment. A positive organizational climate fosters comfort, trust, and motivation among employees, enabling them to work more effectively toward achieving company goals (Schneider et al., 2013; RazaRaza-Ullah, 2021). In MSMEs, a conducive climate not only enhances employee

well-being but also increases the speed and flexibility in responding to customer demands and adapting business strategies (Andersson et al., 2020). Empirical studies suggest that an organizational climate that promotes collaboration, open communication, and shared values contributes significantly to employee engagement, creativity, and innovative behavior, which ultimately supports superior marketing performance.

Various studies have demonstrated that organizational climate and an innovative culture have a significant impact on the performance of MSMEs through increased work motivation and stronger market orientation (Dabić et al., 2019; Widayati et al., 2023). Moreover, the positive effect of organizational climate is amplified when supported by complementary factors, such as financial literacy, corporate social responsibility, and leadership support (Orbaningsih et al., 2024). Xu et al. (2022) further emphasize that an environment guaranteeing psychological safety encourages employees to take initiative and engage in innovative practices, thereby enhancing marketing performance. Factors such as goal clarity, harmonious interpersonal relationships, recognition of achievements, and constructive managerial feedback strengthen the link between organizational climate and business outcomes, making it a critical internal factor in sustaining MSME competitiveness.

H3: Organizational climate has a positive and significant effect on the marketing performance.

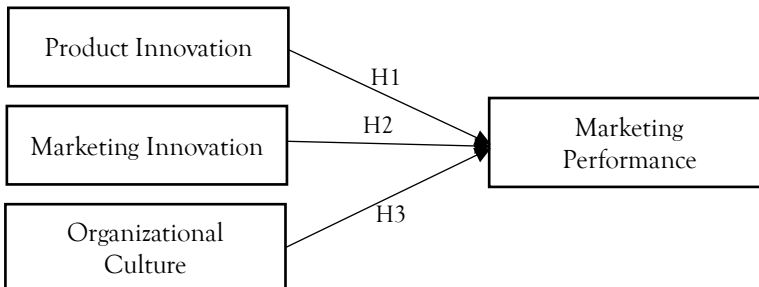


Figure 1. Conceptual Framework

Figure 1 illustrates the conceptual model showing the relationships between product innovation, marketing innovation, and organizational culture on marketing performance. The three independent variables, product innovation (X1), marketing innovation (X2), and organizational culture (X3), are hypothesized to influence the dependent variable, marketing performance (Y), highlighting how internal capabilities and innovation practices drive marketing outcomes.

3. Methods

This study uses a quantitative approach to examine the effect of product innovation, marketing innovation, and organizational climate on the marketing performance of convection MSMEs in Boyolali Regency. The research focuses on measurable variables to provide objective and practical insights. Data were collected using a structured questionnaire with items rated on a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Product innovation was measured through indicators such as developing new products or services, modifying existing products, reducing production costs, and improving product quality. Marketing innovation was assessed by examining updates in product design, the introduction of innovative promotional methods, the development of distribution channels, and efforts to explore new business models. Organizational climate was evaluated based on employee commitment, creativity, autonomy, risk-taking, and the effective use and development of products. Marketing performance was measured by indicators including sales growth, profit generation, market share, acquisition of new customers, and overall business development.

All convective MSMEs in Boyolali Regency are included in the study population. Respondents who are managers or company executives with at least three years of operational experience were chosen using a purposive sampling technique. Using statistical sampling factors, the sample size was established at 100 respondents. To make sure the data appropriately reflected the variables being examined, the research instruments were validated and reassessed before the primary analysis.

The SPSS program was used to analyze the data. The characteristics of the respondents and the distribution of the variables were summed up using descriptive statistics. The partial effects of each independent variable, product innovation, marketing innovation, and organizational climate, on marketing performance were investigated by inferential analysis using multiple linear regression. This method makes it possible to clearly identify each component's unique contribution to improving marketing performance, giving MSME managers and stakeholders who want to boost growth and competitiveness useful information.

4. Results

The study's conclusions about how organizational climate, marketing innovation, and product innovation affect convection MSMEs' marketing success in Boyolali are presented in this chapter. Tests for heteroscedasticity, multicollinearity, normality, regression coefficients, *t*-tests, and the overall model summary are among the sections that comprise the results. In order to evaluate the connections between the independent factors and the marketing performance of MSMEs, each section offers both statistical support and interpretation. Finding the elements that have a major impact on marketing performance, as well as assessing the magnitude and direction of these effects, are the goals of the analysis.

Table 1: Validity & Reliability Tests

Variable	Item	r-count	Cronbach's Alpha	Conclusion
Product Innovation	X1_1	0.685	0.603	Valid & Reliable
	X1_2	0.570		
	X1_3	0.759		
	X1_4	0.521		
	X1_5	0.552		
Marketing Innovation	X2_1	0.607	0.607	Valid & Reliable
	X2_2	0.572		
	X2_3	0.570		
	X2_4	0.619		
	X2_5	0.601		
	X2_6	0.522		
Organizational Climate	X3_1	0.615	0.606	Valid & Reliable
	X3_2	0.591		
	X3_3	0.592		
	X3_4	0.630		
	X3_5	0.693		
Marketing Performance	Y.1	0.619	0.601	Valid & Reliable
	Y.2	0.657		
	Y.3	0.694		
	Y.4	0.556		
	Y.5	0.578		

According to Table 1, every questionnaire item for every variable has an r-count larger than 0.196 and is statistically significant ($p < 0.05$), meaning that every item satisfies the validity requirements. Additionally, the findings indicate that every variable attains a Cronbach's Alpha value greater than 0.60, proving the validity and consistency of the measurement tools employed in this investigation. These results attest to the suitability and efficacy of the questionnaire items in capturing the desired constructs. As a result, all tools may be used with confidence to gather data, offering a strong foundation for evaluating marketing performance, organizational climate, product innovation, and marketing innovation among Convection MSMEs in Boyolali. The instruments' excellent validity and reliability also guarantee the validity and reliability of any further analyses and conclusions derived from the data.

Table 2. Normality Test Results

Test Component	Sub-Component	Value
N	-	100
Normal Parameters (a,b)	Mean (Red)	0.0000000
	Std. Deviation	1.85995509
Most Extreme Differences	Absolute	0.083
	Positive	0.048
	Negative	-0.083

Test Component	Sub-Component	Value
Test Statistic	-	0.083
Asymp. Sig. (2-tailed)c	-	0.088
Monte Carlo Sig. (2-tailed)d	Sig.	0.092
99% Confidence Interval	Lower Bound	0.085
	Upper Bound	0.100

The One-Sample Kolmogorov-Smirnov Test findings for the unstandardized residuals are shown in Table 2. With a test statistic of 0.083, an Asymp. Sig. of 0.088, and a Monte Carlo significance of 0.092, the test shows that the residuals do not substantially deviate from normalcy. A symmetric distribution is suggested by the smallest most severe differences (positive = 0.048, negative = -0.083). These findings verify that the residuals satisfy the normalcy assumption and are suitable for further examination.

Table 3. Multicollinearity & Heteroscedasticity Test

Variable	Multicollinearity Test		Heteroscedasticity Test
	Tolerance	VIF	Significance
Product Innovation	0.665	1.503	0.054
Marketing Innovation	0.512	1.955	0.062
Organizational Climate	0.620	1.614	0.313

Table 3 shows that all study variables have VIF values less than 10 and tolerance values more than 0.10, indicating that the regression model is free of multicollinearity problems. Product innovation (X₁), marketing innovation (X₂), and organizational climate (X₃) have significant values of 0.062, 0.313, and 0.749, respectively, based on the results of the heteroscedasticity test. The regression model can be considered heteroscedastic since all significance values are more than 0.05.

Table 4. Multiple Linear Regression Test

Models	B	Std. Error	Beta	t-statistic	Sig.
(Constant)	3.283	1.708	-	1.922	0.058
Product Innovation	0.171	0.072	0.194	2.378	0.019
Marketing Innovation	0.277	0.090	0.302	3.085	0.003
Organizational Climate	0.332	0.083	0.373	3.988	0.000

A regression equation was produced using the findings of multiple linear regression analysis: $Y = 3.283 + 0.171X_1 + 0.277X_2 + 0.332X_3 + e$. As shown in Table 4, the constant value of 3.283 indicates the baseline performance of MSMEs when product innovation, marketing innovation, and organizational climate are all zero.

The regression coefficients for product innovation (0.171), marketing innovation (0.277), and organizational climate (0.332) are all positive, suggesting that increases in any of these variables will enhance MSME performance, assuming other factors remain constant. Among the three, organizational climate has the largest coefficient, implying it has the most substantial impact on improving MSME performance.

Table 5. t-Test Result

Relationship	t-statistic	Sig. (p)	Remarks	Conclusion
Product Innovation → Marketing Performance	2.378	0.019	p > 0.05	H1 accepted
Marketing Innovation → Marketing Performance	3.085	0.003	p < 0.05	H2 accepted
Organizational Climate → Marketing Performance	3.988	0.000	p < 0.005	H3 accepted

Based on the results presented in Table 5, product innovation does not have a significant effect on the marketing performance of convection MSMEs in Boyolali. This is indicated by a t-statistic of 2.378 and a significance level below 0.05, leading to the acceptance of H1. These results suggest that variations in product innovation alone are not sufficient to significantly influence marketing performance in this context. Marketing innovation shows a positive and significant effect on marketing performance, with a t-statistic of 3.085 and a significance level below 0.05 (H2 accepted). Similarly, organizational climate demonstrates a strong and significant impact, as evidenced by a t-statistic of 3.988 and significance below 0.05 (H3 accepted). These findings highlight that both marketing innovation and a supportive organizational climate play key roles in enhancing the marketing performance of Convection MSMEs in Boyolali.

Table 6. Determination Coefficient Analysis Results (R²)

Model Summary	Value
R	0.737
R Square	0.543
Adjusted R Square	0.528
Std. Error of the Estimate	1.721

Based on the Adjusted R Square value of 0.528, Table 6 indicates that the combined impact of organizational environment, marketing innovation, and product innovation accounts for around 52.8% of the variation in marketing performance of convection MSMEs in Boyolali. This suggests that the sum of these three independent variables significantly influences marketing performance. Other variables not covered in this study, such as external market conditions, managerial

abilities, consumer behavior, or other organizational characteristics, account for the remaining 47.2% of the variation. These findings imply that although organizational environment, product innovation, and marketing innovation are significant, a thorough grasp of marketing performance would necessitate taking into account other factors outside the purview of this study.

5. Discussion

The hypothesis testing results indicate that product innovation has a positive and significant effect on marketing performance, confirming that H1 is accepted. This finding suggests that MSMEs that actively develop new products or improve existing ones tend to achieve better marketing outcomes. The result is consistent with the findings of Afriyie et al. (2019), who reported that product innovation enhances sales growth, market share, and customer loyalty. Similarly, Tirtayasa and Rahmadana (2023) emphasize that innovative capabilities enable MSMEs to differentiate themselves and respond effectively to changing consumer preferences. Moreover, this study aligns with Wiwoho et al. (2020) and Hadi (2023), who argue that innovation supported by market orientation strengthens marketing performance in competitive environments.

Hypothesis 2 testing demonstrates that marketing innovation has a positive and significant impact on the marketing performance of Convection MSMEs in Boyolali. This confirms that the implementation of innovative marketing strategies can enhance marketing effectiveness. Marketing innovation is manifested through updated promotional programs, the utilization of digital media, the development of distribution channels, and the improvement of sales methods, particularly through social media and online platforms, which enable MSMEs to expand their market reach efficiently. This adaptive approach helps attract new customers while retaining existing ones, supporting findings from Supit et al. (2022), and Fadilah and Nuvriasari (2024), who emphasized the crucial role of marketing innovation in strengthening MSME performance.

Hypothesis 3 testing shows that organizational climate has a positive and significant effect on the marketing performance of convection MSMEs in Boyolali, highlighting the importance of a supportive internal environment in driving marketing success. A conducive organizational climate is reflected in employees' sense of ownership, commitment, creativity, independence, and willingness to take risks, facilitated by harmonious relationships between owners and staff. Such a positive work environment encourages employees to perform optimally, enhance service quality, and contribute to product innovation and marketing efforts, ultimately increasing customer satisfaction and overall marketing performance. These findings align with Dabić et al. (2019) and Orbaningsih et al. (2024), who found that a strong organizational climate significantly enhances business and marketing outcomes in MSMEs.

The implications of these findings suggest that MSMEs should prioritize the development and implementation of innovative marketing strategies while simultaneously fostering a positive organizational climate to enhance overall marketing performance. Although product innovation alone may not directly guarantee marketing success, integrating it with effective marketing practices and a supportive internal environment can create a more competitive, resilient, and sustainable business model. By cultivating creativity, commitment, and collaboration within the organization, MSMEs can improve service quality, expand market reach, and strengthen customer loyalty. Furthermore, policymakers, business development agencies, and support programs can leverage these insights to design targeted interventions, training sessions, and mentorship initiatives that equip MSMEs with the necessary skills and resources to optimize both their marketing strategies and internal organizational processes, ultimately contributing to long-term business growth and competitiveness.

6. Conclusion

This study aimed to evaluate the factors influencing the marketing performance of Convection MSMEs in Boyolali Regency. The results indicate that product innovation and marketing innovation have a positive and significant impact, highlighting that the implementation of innovative marketing strategies can effectively enhance MSMEs' marketing performance. Additionally, organizational climate shows a significant positive effect, emphasizing that supportive internal conditions within the organization play a crucial role in achieving marketing success. These findings provide practical insights for MSME actors and policymakers. MSMEs are encouraged to focus on innovative marketing strategies and create a conducive organizational climate to improve marketing outcomes. While product innovation remains important, it should be combined with effective marketing and supportive organizational conditions to achieve better performance. The results also inform training programs, mentorship, and strategic planning initiatives aimed at strengthening MSMEs in Boyolali.

However, this study has several limitations. The research involved 100 convection MSMEs that met the minimum requirements for statistical analysis, but the sample may not fully represent the diversity of MSME conditions, particularly because small-scale businesses dominated the respondents. Moreover, the contribution of product innovation, marketing innovation, and organizational climate to marketing performance was relatively moderate (52.8%), indicating that other factors also influence marketing success. Future research is recommended to expand the sample size and include a more balanced representation of micro, small, and medium-scale MSMEs. Researchers should also explore additional variables that may affect marketing performance, such as brand identity, service quality, distribution networks, and the adoption of digital technologies. Considering these

factors could provide a more comprehensive understanding of the determinants of MSME marketing success.

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