



# Technical Innovation Model in Improving Marketing Performance

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## ABSTRACT

Contradictions are still found in the research on learning and innovation, most of the researchers stated that learning orientation has a positive effect on innovation, while others argue that learning orientation negatively affects innovation. This research presents a conceptual framework of learning orientation that can improve innovation. The variables in this research were tested with 100–200 samples of bakery in Central Java. The results show that learning orientation will improve innovation, which will ultimately improve performance. This research provides recommendations for incorporating concepts related to innovation, such as communication and skills, on the relationship between learning orientation and innovation.

**Keywords:** Learning Orientation, Communication, Skill, Performance

**JEL Classifications:** M31, O32

## 1. INTRODUCTION

### 1.1. Research Backgrounds

Innovation is a continuous way of building and developing organizations that can be achieved through the introduction of new technologies, new applications in new forms of organization (Gana, 2003). Performance is any system related to activity with the obtained result (outcome). Mavondo et al., (2005), suggested that there is a relationship between innovation and performance, where the results show rejected hypotheses, on hospitals and professional services in Australia.

In the concept of early stage innovation and implementation, it can be done with: (a) Innovation, it is the idea of openness to new ideas as an aspect of corporate culture such as emphasizing knowledge, decision making, support and collaboration and power sharing which will determine the success of the company's performance. (b) The capacity to innovate, the capacity in question is the organization's ability to adopt or implement new ideas, processes, or new products successfully (Burns and Stalker, 1961).

Sharma and Patterson (1999) in their research indicated that effective communication is important in a relationship, since there often rise risk and uncertainty in an interaction.

Hurley and Hult (1998) embarked on the development of superior performance, so the learning orientation will be able to develop the organization by always learning from the future that will produce the future, thus the company that has been repaired last season will excel at superior performance. Performance is any system related to activity with the obtained result (outcome). While Keats et al. (1988) stated that market performance is the ability of organizations to transform themselves in the face of challenges from the environment with a long-term perspective. Pelham (1997) argued that marketing performance is influenced by three things, namely firm effectiveness, growth/share, and profitability. Meanwhile, the outlet's effectiveness includes three things, that is: (a) Relative product quality; (b) new product success; (c) customer retention.

The results of research done by Mavondo et al., (2005) suggested that there is a relationship between innovation and performance, where the results show rejected hypotheses, on hospitals and professional services in Australia.

Based on the differences in research results about the relationship between learning orientation and innovation and the differences in research results of the relationship between innovation and performance, the author prompted a learning orientation model for marketing performance.

## 1.2. Research Objectives

This research is aimed to: (a) Test the empirical data in between learning orientation with innovation and innovation with performance on bakery business in Central Java; and (b) test model with structural equation model (SEM) processed by using AMOS.

## 2. LITERATURE REVIEW

Amit and Schoemaker (1993) explained that the competence derived from the resource based view approach is the ability of the companies to utilize different resources by using various organizations to achieve the desired results so that each company must have resources that are different from other companies.

Contingency theory is part of market based view, it is an approach used in formulating strategies related to industrial environment. Contingency theory is also a strategic point of view which is based on the corporate environment, where the environment here is described as a situation that can affect the strategic direction of the company.

Keegan (1995) stated that competitive advantage occurs when there is harmony between the competencies that distinguish from a company to another company and critical factors that the company has to achieve success in the industry, thus causing the company has a much better performance than its competitors.

Oemar (2003) argued that the approach to process skills is defined as an approach in the learning process that focuses on the activity and creativity of a person to develop the physical and mental abilities that have been owned to a higher level in processing the acquisition of learning. Gagne in Oemar (2003) who formulated the approach of process skills in the field of science, said that the knowledge of concepts and principles can be obtained by a person if he has certain basic abilities. In the field of science, these skills include: Observing, classifying, communicating, measuring, recognizing, and using space and time relationships, drawing conclusions, devising operational definitions, defining hypotheses, controlling variables, interpreting data, and experimenting.

In scientific studies, innovation is generally divided into three pairs of innovation types: Technical innovation and administrative innovation, product innovation and process innovation, radical innovation and gradual innovation (Damanpour, 1991; Han et al., 1998; Oakes, 1998), according to Han et al., (1998) he defined technical and administrative innovations as follows: (a) Technical innovation is innovation related to product, service, production process technology. This innovation is directly related to basic work activities within the organization and determines the processes and outputs of production, (b) administrative innovation relates to changes in the method of business operations that can exploit such changes effectively within the organizational structure and policies, working methods and other procedures for producing, financing and marketing products or services.

Then Lee and Miller (1996) stated that ideas in innovation are realized in the organization, thereby increasing the work. Furthermore Crespell (2007) stated that there is a relationship

between innovation and performance in the forest industry in America.

Communication and commitment are revealed in research conducted by Sharma and Patterson (1999). In their research, it is indicated that effective communication is important in a relationship, considering in an interaction often arise risk and uncertainty.

There need to build an effective communication that can increase trust and reduce the risk in interacting. Communication and commitment are revealed in research conducted by Sharma and Patterson (1999). In their research indicated that effective communication is important in a relationship, considering that there often arise risk and uncertainty in an interaction.

Organizational learning is the process of learning in developing resources with the capabilities which is possessed by the companies in the organization, companies that develop resources excessively/beyond the limits of ability will affect the course of the company's business. The capability of the company lies in competitive advantage, one of which is managerial skills and knowledge (Day and Wensley, 1988; Hall, 1993; Hofer and Schendel, 1978), while the learning orientation will generate new behaviors, which will ultimately improve performance (Argyris and Schon, 1978; Fiol and Lyles, 1985), with managerial skills and knowledge is one of the tool in improving excellence in business processes (Day, 1994), therefore the company will have a source of competitive advantage (Capron and Hulland, 1999), as well as these research (Barney, 1991; Peteraf, 1993; Teece et al., 1990) companies that have a competitive advantage should look at available resources.

Hurley and Hult (1998) stated that the learning orientation will lead to the development of the company and the achievement of superior performance, which further the learning orientation affects the superior performance.

Mullen and Lyles (1993) also assured that continuity-oriented organizational learning will improve innovation activities. Companies must ensure continuous activities in learning and are expected to more and more capable in improving better activities, so that sales staff can develop knowledge and increase knowledge, which in turn will increase sales.

In a good management system, knowledge is needed in the company's activities to develop creativity, thoughts and ideas to innovate, therefore organizational learning activities will be related to innovating activities (Drucker, 1997).

The learning orientation shows that the capability managed by the company is based on market management and environmental change, so the company tries to manage management to know customer needs that can give satisfaction to the customer (Hardley and Heneman, 2000).

Lee and Tsai (2005) stated that a positive relationship between the orientation of learning with innovation, as well as the relationship

between learning orientation with business performance, as well as the influence of innovation on business performance.

Pelham (1997) argued that marketing performance is influenced by three things, namely firm effectiveness, growth/share, and profitability. Meanwhile, the outlet's effectiveness includes three things, that is: (a) Relative product quality; (b) new product success; (c) customer retention.

Heneman (1998) measured performance with seven dimensions: (a) Total sales, (b) total sales/store, (c) new store size, (d) average store size, (e) pre-tax profit growth rate, (f) market share, (g) expense/sales growth ratio. The marketing performance of an organization can also be measured by sales volume, customer growth, sales growth, and market share, Hopkins and Hopkins (Ferdinand A, 2005).

### 2.1. The Influence of Learning Orientation on Skills

The approach of process skills is a learning approach aimed at developing a number of physical and mental abilities as a basis for developing a higher ability in one's self, thus a person with learning orientation will improve skills (Semawan et al., 1992). Hence Hypothesis 1: There is a positive and significant influence between the orientation of learning and communication.

### 2.2. The Influence of Learning Orientation on Communication

According to Setiawati and Usman (1993), a person is able to process information, so that new things are found useful both in the form of facts, concepts and attitude development, and thus Oemar (2003) using the process communication approach is defined as an approach in the learning process that focuses on the activity and creativity of a person to develop the physical and mental capabilities that have been owned to a higher level in processing the acquisition of learning, so it will be able to improve one's skills in communicating. The government will reward innovative companies (Von Hippel, 2005), the key challenge of innovation is to transform inputs into commercially valuable outputs, as most activities can not be addressed by the company (Chandy et al., 2006; Hauser, 2007). And thus proposed Hypothesis 2: There is a positive and significant relationship between the orientation of learning and communication.

### 2.3. Effect of Learning Orientation on Innovation

Business undertaking learning process with limited capital, skill, technology, product marketing, therefore small and medium business with big capital, advanced technology and skill, will increase innovation (Badger et al., 2001). therefore put forward the Hypothesis 3: There is a positive and significant relationship between learning orientation to innovation.

### 2.4. The Effect of Communication on Innovation

To carry out good communication within the company is very necessary for the creation of a sense, the meaning is that communications delivered by one party and received by others must be clear and easy to understand, thus the clarity of the submitted information will be carried out in accordance with the desired, thus smooth communication will increase innovation

(Sayless, 1990). Therefore, the proposed Hypothesis 4: There is a significant positive relationship between communication and innovation.

### 2.5. The Influence of Skills on Innovation

Companies need to improve their skills, because with the skills a company will be able to innovate well (Hurley and Hult, 1998). Then a company that can develop the skills of making products will be able to improve innovation. Thus the proposed Hypothesis 5: There is a positive correlation between innovation and performance.

### 2.6. The Effect of Innovation on Performance

Day and Wensley (1988) defined a competition consisting of excellence, expertise and resources. Keegan (1995) stated that innovations which have been done will be able to increase the competence, so that there is harmony between the competencies in the company and the factors to achieve success in the industry within the company will have a much better achievement/performance than its competitors. Thus the proposed hypothesis 6: Innovation has a positive and significant impact on performance (Figure 1).

## 3. RESEARCH METHODOLOGY

### 3.1. Population and Sample

Population is a group of individuals or observational objects that have at least one similar characteristic (Cooper & Emory, 1991). For this study, the units analyzed are all bakeries in Central Java province, amounting to 333 companies (Directory of Central Java Processing Industry, Dinperindag Central Java, 2008).

The criteria are: (a) It has been registered in Dinperindag; (b) Has a minimum labor of three people; (c) Has a minimum investment of Rp. 1,000,000; (d) the respondent is the marketing manager and owner. In determining the sample members selected as representative of the population, a proportional sampling or purposive sample is used in the sample. According to Hair et al. (1995) a representative sample for using SEM analysis techniques is in the range of 100–200.

### 3.2. Method of Collecting Data

(a) Observation is the collection of data through direct to the object of research. The data obtained through observation is the condition of the field data of the object under study, (b) questionnaire is a method of collecting data by giving a list of questions to the respondent. (c) Literature study is a method of collecting data obtained by reading the literature and previous research related to the problem being researched (Table 1).

### 3.3. Tools of Data Analysis

SEM analysis provided in AMOS program was used to test the model and hypothesis. The result of SEM Analysis can be seen in the Figure 2 as follows.

## 4. RESULTS AND DISCUSSION

Hypothesis 1: Learning has a positive and significant impact on skills. From Table 2 it is known that critical ratio (CR) value for the

Figure 1: Framework

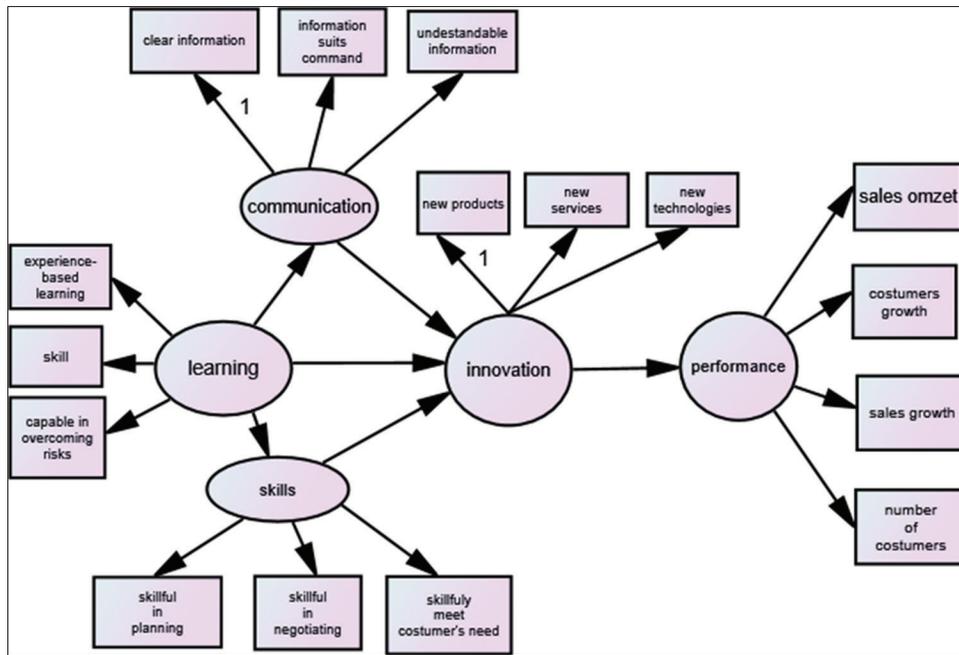


Table 1: Variable operationalization

Variable	Indicators	Source
Learning	<ul style="list-style-type: none"> <li>• Experience-based learning (X1)</li> <li>• Skill oriented (X2)</li> </ul>	Senge, 2002
Skill	<ul style="list-style-type: none"> <li>• Capable in handling the risks (X3)</li> <li>• Skillfully planned (X7)</li> <li>• Skilled in negotiating (X8)</li> </ul>	Challagalla and Shervani, 1996
Communication	<ul style="list-style-type: none"> <li>• Skilled in fulfilling customer desires (X9)</li> <li>• The need to provide clear information (X10)</li> <li>• Information provided suit to the order (X11)</li> </ul>	Swan and Nolan, 1985
Innovation	<ul style="list-style-type: none"> <li>• The information provided is easy to understand (X12)</li> <li>• Mass number of new products (X13)</li> <li>• Mass number of new services (X14)</li> <li>• The use of new technology (X15)</li> </ul>	Hanny (2005)
Performance	<ul style="list-style-type: none"> <li>• Selling omzet (X19)</li> <li>• Customer growth (X20)</li> <li>• Sales growth (X21)</li> <li>• Customer quantity (X22)</li> </ul>	Voss and Voss, 2000

Table 2: Standardized regression weight empirical model

Regression weights	Estimate	SE	CR	P
Learning→Communication	0.334	0.078	4.298	***
Learning→Skills	0.309	0.062	4.996	***
Learning→Innovation	0.178	0.084	2.117	0.034
Communication→Innovation	0.276	0.087	3.167	0.002
Skills→Innovation	0.326	0.129	2.530	0.011
Innovation→Performance	0.247	0.074	3.327	***

SE: Standard error, CR: Critical ratio, P: Probability

influence of learning variables on skills is 0.309 with Probability (P) = 0.001, this value shows eligible results, which are above 1.96 for CR and below 0.05 for P value. Thus the hypothesis 1 in this study is accepted, it means that learning can improve skills, thus according to opinion of (Semiawan et al., 1992) who stated that someone who does the learning will be able to improve the skills.

Hypothesis 2 in this study has a positive and significant influence on communication with value of 0.334. From data processing, it is known that CR value for the relationship between learning variables and communication variables as shown in Table 2 is equal to 0.001 with P = 0.001. Both of these values show unqualified results, which is above 1.96 for CR and above 0.05 for P value. Hence Hypothesis 2 is accepted, which means learning can improve communication according to the opinion of Chandy et al., 2006, Hauser, 2007.

Hypothesis 3 of this study is that learning has a positive and significant impact on innovation. From Table 2 it is known that CR value for the influence of learning variables on innovation variable is 0.178 with P = 0.001, this value shows eligible results, which are above 1.96 for CR and below 0.05 for P value. Thus hypothesis 3 in this study is accepted, it means that learning can improve the innovation according to the research (Badger et al., 2001).

Figure 2: Structural equation model analysis

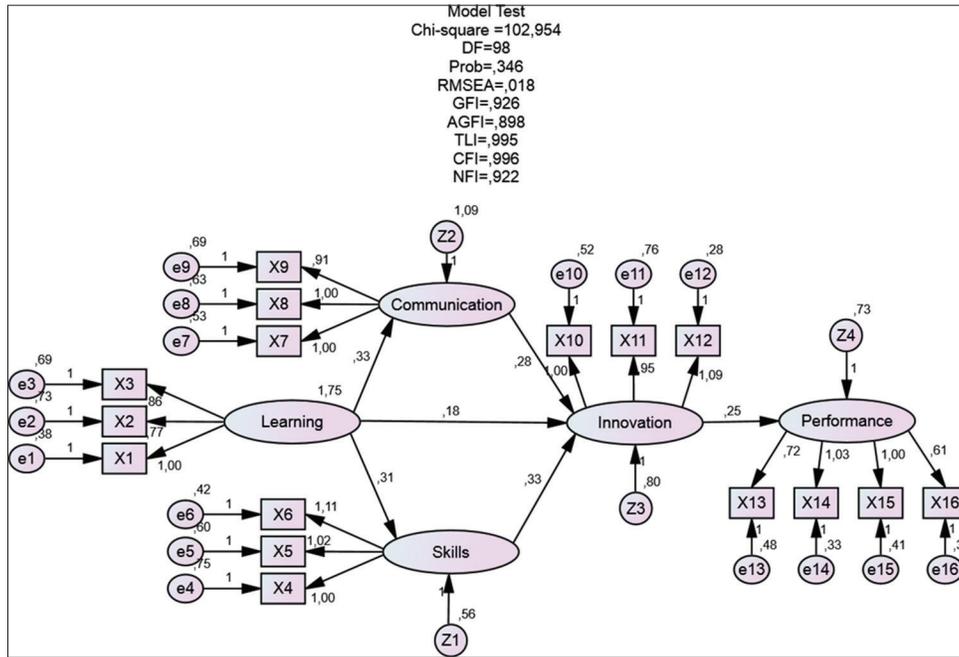


Table 3: Goodness-of-fit index empirical model

Goodness-of-fit index	Cut-off value	Model research	Explanation
<b>Absolute fit model</b>			
Chi-square	Expected small	12,954	Expected small value $\chi^2$ with P = 5%, Df = 94
P	$\geq 0.05$	0.346	Good
CMIN/DF	$\leq 2.00$	0.980	Good
RMSEA	$\leq 0.08$	0.18	Good
GFI	$\geq 0.90$	0.926	Good
AGFI	$\geq 0.90$	0.898	Good
TLI	$\geq 0.90$	0.995	Good
CFI	$\geq 0.90$	0.996	Good
NFI	$\geq 0.90$	0.922	Good

Source: Primary data which is processed

Hypothesis 4 of this research is that skill has significant and positive effect to innovation. From Table 2 it is known that CR value for the influence of competitiveness variable to Marketing Performance variable is 0,326 with P = 0.011. Both of these values show eligible results, which are above 1.96 for CR and below 0.05 for the P value. Thus hypothesis 4 in this study is acceptable, which means competitive advantage can improve marketing performance in accordance with the opinion of Hurley and Hult (1998).

Hypothesis 5 of this research is that communication has positive and significant effect on innovation. From Table 2 it is known that CR value for the influence of Communication variable to innovation variable is equal to 0.276 with P = 0.02, both of these values show eligible results, which are above 1.96 for CR and below 0.05 for the P value. Thus Hypothesis 5 in this study is acceptable, which means competitive advantage can improve marketing performance. Thus it was in accordance with the opinion of Sayless (1990).

Hypothesis 6 of this research states that innovation have positive and significant effect to performance. From Table 2 it is known that CR value for the influence of innovation variable to Marketing

Performance variable is equal to 0.247 with P = 0.000. Both of these values show eligible results, which are above 1.96 for CR and below 0.05 for the P value. Thus the hypothesis 6 in this study is accepted, which means that innovation can improve marketing performance according to the opinion of Keegan (1995).

Overall test of model accuracy by comparing cut of value with research result can be seen in Table 3 as follows:

**4.1. Hypothesis Testing of Empirical Model**

Testing the hypothesis in this model, it is necessary to test the null hypothesis that the regression coefficient between relations is equal to zero through the usual t-test in regression models (Table 2).

**4.2. Theoretical Contributions**

This research succeeds in explaining the research orientation gap with innovation, by finding the road map of learning orientation towards innovation, which supports research of Baker and Sinkula (2007), Garcia-Marales et al. (2007), Keskin (2006), Lee and Tsai (2005), While learning orientation will be able to improve skills according to opinion (Semiawan et al., 1992), then the learning variables will be able to improve communication according to

Von Hippel's opinion (2005). Furthermore, skills will be able to improve innovation in the opinion of Hurlley and Hult (1998), and then communication variables will be able to improve innovation according to Sayless, 1990). Finally, innovation will be able to improve marketing performance according to Keegan's opinion (1995).

### 4.3. Managerial Implications

Development of marketing performance in Bakery Company in Central Java can be done by improving learning, meanwhile the efforts to improve learning can be done with: (a) Develop creative ideas; (b) be able to explore aspirations; (c) capable of digging product attributes. Meanwhile, innovation can be improved with communication, skill and learning variables. Improved marketing performance is indicated by: (a) Sales volume; (b) sales growth; (c) distribution coverage. Improvement of product innovation can be seen from: (a) Variation of bread in price; (b) variations of bread in containers; (c) variations of bread in flavor; (d) new production process; (e) new ways.

Improved marketing performance is indicated by: (a) Sales volume; (b) sales growth; (c) distribution coverage; (d) increased marketing labors. This can be done with competitive advantages: (a) Different flavor of bread; (b) the unique taste of bread; (c) the taste of bread that is hard to imitate.

### 4.4. Limitations and Future Research

Some limitations related to the research result are (a) the empirical model accuracy test in this research as a whole cannot be said as very good fit/model but adequate fit/model since the results of the values that become the reference and criteria in the test of suitability and statistical test of the model there is close to the reference value/cut of value, so the level of ability to explain the relationship between low variables. (b) The number of members of the population is limited, resulting in a study that has a low relationship of relationships between variables, therefore needs to be increased the number of members of the population. Future research should be continued by testing the effect of learning with product innovation by placing the variables of openness can be used as intervening variable, as well as reputation variable so that bread business will give satisfaction to the customer.

## 5. CONCLUSIONS

From the description above can be drawn conclusion: (a) Learning has positive and significant effect on communication; (b) learning has positive and significant effect to the skill; (c) learning has positive and significant effect to innovation; (d) skill has positive and significant effect toward innovation; (e) communication has positive and significant effect towards innovation; (f) innovation has positive and significant effect on performance.

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