

## IMPACT OF NETWORKING CAPABILITY ON MARKETING PERFORMANCE: THE MEDIATING ROLE OF CUSTOMER ORIENTATION IN MSMES

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### ABSTRAK

Perkembangan teknologi dan informasi telah mengubah cara perusahaan berinteraksi dengan konsumen dan mitra bisnisnya. Kemajuan ini memungkinkan perusahaan untuk membangun jaringan yang lebih luas dan lebih efisien, serta mengumpulkan data yang lebih kaya tentang kebutuhan dan preferensi pelanggan. Penelitian ini dilakukan untuk mengetahui hubungan kapabilitas jaringan dengan kinerja pemasaran melalui orientasi pelanggan sebagai mediasi. Penelitian kuantitatif dan data primer diperoleh dari penyebaran kuesioner. Data yang diolah berjumlah 111 responden dari UMKM di Kota Pontianak. Teknik pengambilan sampel menggunakan purposive sampling yang kemudian diolah dengan bantuan SPSS AMOS versi 26. Hasil penelitian ini menemukan peran mediasi yang signifikan dari orientasi pelanggan dalam meningkatkan dampak pengaruh kapabilitas jaringan terhadap kinerja pemasaran. Kapabilitas jaringan dan orientasi pelanggan merupakan dua faktor kunci yang dapat memengaruhi kinerja pemasaran suatu organisasi. Keduanya berperan penting dalam membangun dan memelihara hubungan yang kuat dengan pelanggan serta dalam menanggapi perubahan pasar secara efektif.

**Kata Kunci: Orientasi Pelanggan, Kinerja Pemasaran, Kapabilitas**

### ABSTRACT

*Developments in technology and information have changed the way companies interact with their customers and business partners. These advances allow companies to build wider and more efficient networks, and collect richer data about customer needs and preferences. This study was conducted to determine the relationship of networking capabilities to marketing performance through customer orientation as mediation. Quantitative research and primary data were obtained from distributing questionnaires. The data processed amounted to 111 respondents from MSMEs in Pontianak City. The sampling technique used purposive sampling which was then processed with the help of SPSS AMOS version 26. The results of this study found a significant mediating role of customer orientation in enhancing the impact of the influence of network capabilities on marketing performance. Networking capabilities and customer orientation are two key factors that can affect the marketing performance of an organization. Both play an important role in building and maintaining strong relationships with customers and in responding effectively to market changes.*

*Keywords: Customer Orientation, Marketing Performance, Networking Capability*

### INTRODUCTION

The rapid development of information and communication technology has expanded the reach of business networks and increased the complexity of customer orientation in the marketing context. Therefore, understanding how the interaction between networking and customer orientation affects marketing performance is crucial for business practitioners and researchers in this field. Networking serves to create business opportunities, thereby positively impacting marketing performance.

By focusing on customer orientation, firms can better understand customer needs and preferences (Laksana & Widjaja, 2025). This

information allows companies to customize their products and services to match customer expectations better, increasing customer satisfaction and loyalty. Networking capabilities enable companies to gather this information through close relationships and constant communication with customers and partners (Usui, 2023; Bhatti et al., 2022).

Companies can build a good image and reputation among the business community and consumers through networking capabilities. Solid relationships with customers and business partners can increase trust and loyalty, which in turn can help increase sales and overall marketing performance. A focus on customer orientation



enables companies to create and deliver higher value to customers (Heng & Afifah, 2020). This can be done by offering more innovative products, better services, and a more satisfying customer experience (Sa et al., 2020; Roh et al., 2024). Networking capabilities play an important role in this by enabling companies to collaborate with partners to create better and more valuable solutions for customers (Daneya et al., 2023; Wang & Cao, 2024).

State of art's networking capabilities include: 1) Networking capability is a strategic ability to build and maintain external relationships that support innovation, access to resources, and competitive advantage (Arasti et al., 2021); 2) Networking capabilities based on an effectuation approach help SMEs improve performance through strategic improvisation that allows for rapid adaptation to changing environments (Karami et al., 2023) and 3) Networking capability is a strategic ability to build and maintain external relationships that support innovation, access to resources, and competitive advantage (Kurniawan et al., 2021). State of art's customer orientation include: 1) Customer orientation drives service innovation and improved marketing performance through customer value-based strategies (Service-Dominant Logic) (Heng et al., 2020); 2) Customer orientation influences customer engagement through real-time information sharing (SaaS) technology in supply chain operations (Mujahid et al., 2021); and 3) Research shows that digital platforms challenge traditional concepts of customer orientation by introducing new contextual parameters such as the type of value created and its contribution to customer value (Castell et al., 2023).

This research was conducted to explore and identify the key roles played by networking and customer orientation and their impact on a firm's marketing performance. Taking into account the ever-changing market dynamics and changing consumer behavior, this research is expected to provide valuable insights for companies in optimizing their marketing strategies.

The information gained from networking capabilities is then used to understand more about customer needs and preferences, which is the essence of customer orientation (Min et al., 2023; Krawczyk-Sokolowska & Caputa, 2023). Customer orientation is defined as a firm's ability to identify, understand, and respond to their target markets and sustainably generate superior value

for them (Liu et al., 2023; Heng & Afifah, 2020). With networking, it means that the customers who can be reached will be wider in scope. Therefore, the customer orientation experienced by the company will also increase. Companies can find more opportunities in marketing products (Sa et al., 2020; Krawczyk-Sokolowska & Caputa, 2023).

Business relationships and networking capabilities are important for companies to successfully manage their resources and remain influential in the strategic literature (Tunisini et al., 2023). Networking capabilities significantly affect firm performance, especially for business partners such as customers and suppliers (Laksana & Widjaja, 2025). Networking capabilities have a positive impact on small business performance (Peemanee et al., 2023). Meanwhile, research by (Kurniawan et al., 2021) found that Networking Capability has no significant direct effect on business process agility.

Based on the explanation of how important the role of networking and customer orientation is in the marketing performance of a company. There are still inconsistent results on the effect of networking on marketing performance. This study will analyze the role of networking capabilities on marketing performance through customer orientation.

## METHODS

The objects in this study are MSME actors in Pontianak city. The selection of MSMEs as the object of research is more on the consideration that these business actors are very vulnerable to market developments and changes so they are always required to adapt to changes in a dynamic business environment to survive. The sampling requirements that were determined were 1) MSMEs operating in Pontianak City, 2) MSME actors as managers or owners as well as managers, 3) MSMEs that have been operating for more than 6 months.

Data collection was carried out by interviews using questionnaire tools and online surveys. The scale used in the questionnaire is a numerical scale with a value of 1-10, with a value of 1 representing a strongly disagree answer and a value of 10 stating a strongly agree answer. Sample withdrawal using purposive sampling method of 111 respondents. This research was conducted for about a month. Furthermore, the model is processed with the help of IBM SPSS Amos



version 26 to measure the mediation relationship between exogenous variables and endogenous variables.

### **Networking Capability and Customer Orientation**

Networking capability refers to a firm's ability to establish, maintain, and utilize relationships with various external parties such as customers, suppliers, distributors, and even competitors (Laksana & Widjaja, 2025). Networking enables firms to gain support and collaboration from various parties, including business partners, industry communities, and non-profit organizations. Good networking capabilities will bring wider recognition of customers (Liu, et al., 2020).

To find out the characteristics of customers. Networking enables the sharing of resources and information, smooth coordination of logistics efforts, and reduction of distribution costs. Access to the community is likely to make it easier for the company to produce, deploy, and respond to the market. This increases the company's ability to satisfy customer needs. The positive influence of customer orientation and commitment to the firm may be stronger in the presence of higher networking channels (Heng & Afifah, 2020).

H<sub>1</sub>: Networking capability positively affecting and significantly toward marketing performance.

### **Customer Orientation and Marketing Performance**

By giving importance to the needs and desires of customers, they will prefer company products that match customer preferences. Customer orientation encourages companies to customize their products and services according to the needs expressed by customers. This allows them to develop more targeted and relevant marketing strategies. The success of a business is greatly influenced by the ability to understand customers rather than competitors so that the company can offer more value (Garousi-Mokhtarzadeh et al., 2020). As companies consistently identify and then satisfy customer wants, they gain a positional advantage over competitors as reflected in sales growth and greater market share (Peemanee et al., 2023).

H<sub>2</sub>: Customer orientation positively affecting and significantly toward marketing performance.

### **Networking Capability and Marketing Performance**

Network capabilities are positively related to knowledge creation, which in turn is related to firm

performance through competitive aggressiveness and innovation (Wang & Cao, 2024). Through relationships with key distributors and customers, firms can gather data on the latest consumption trends and identify untapped market opportunities. Relationship managers' performance improves with cross-network synergies when the informational benefits of informal ties are combined with the cooperative benefits of closely interconnected formal networks. By building and maintaining strong networks, companies can be more responsive to market needs, improve competitiveness, and ultimately, achieve better marketing performance (Roh et al., 2024).

H<sub>3</sub>: Networking capability positively affecting and significantly toward marketing performance.

### **Networking Capability, Customer Orientation, and Marketing Performance**

Networking can strengthen the performance of customer-oriented and increase customer trust and commitment. With extensive networking, marketing performance can be maintained. Customer orientation can lead to companies with superior performance through building trust and commitment exchange partners (Liu et al., 2020). Networking capabilities enable companies to access broader and deeper information about market trends, customer behavior, and competitor activities. Through strong networks, companies can gather valuable insights that help them respond to market changes more quickly and accurately. The company's ability to build and maintain relationships with various parties (networking capability) can help the company to better understand customer needs (customer orientation). This good understanding of customer needs can then be used to develop more effective marketing strategies and programs (marketing performance).

H<sub>4</sub>: Networking capability has a positive and significant effect on marketing performance through

customer orientation as mediation

## **RESULT AND DISCUSSION**

This study used primary data collected through questionnaires to conduct empirical research using hypothesis testing. then, using the AMOS version 26 software, the data were examined using structural equation modeling (SEM). This was carried out in order to assess the model's adequacy and the correlation between the study's variables. The data from 111 respondents were used in the data analysis procedure.



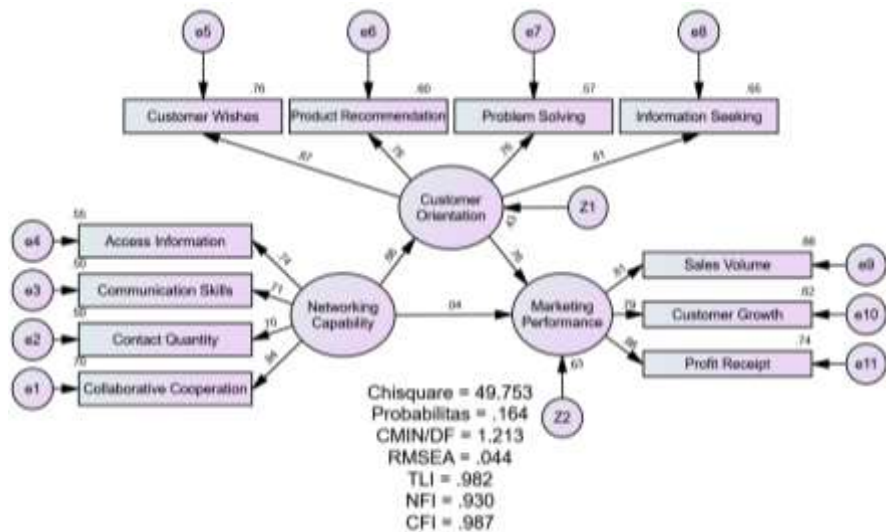


Figure 1. Full structural model

Source: processed data (2025)

According to table 1's factor analysis results, each variable's loading factor has beyond the minimal value of 0.50 with a critical ratio value more than 1.96, indicating that all suggested variable indicators satisfy the requirements to move forward with additional investigation. In order to confirm the validity and reliability of every variable and indicator utilized in this study, construct validity must also be measured. The average variance extracted value of  $\geq 0.50$  is used

to measure the validity of the spectrum. The findings of the analysis, which include networking capability of 0.564, customer orientation of 0.646, and marketing performance of 0.673, demonstrate that the construct validity has been satisfied. In measuring construct reliability against a cut-off value of 0.70, all construct variables have also been met, namely networking capability of 0.837, customer orientation of 0.879, marketing performance of 0.861

Table 2. Measurement of validity and reliability

Variable & Indicator	Reference	Std. loading factor	Critical ratio $\geq \pm 1.96$	Convergent validity (AVE) $\geq 0.50$	Construct reliability $\geq 0.70$
<b>Networking Capability</b>	Acosta (2018); Kurniawan et al. (2020)			0.564	0.837
Access information		0.743	8.050		
Communication skills		0.71	7.661		
Contact quantity		0.704	7.396		
Collaborative cooperation		0.839	8.050		
<b>Customer Orientation</b>	Heng (2021)			0.646	0.879
Customer wishes		0.871	10.331		
Product recommendations		0.775	9.802		
Problem solving		0.756	9.082		
Information seeking		0.808	10.331		
<b>Marketing Performance</b>	Ferdinand and Killa (2014); Katsikeas et al. (2016)			0.673	0.861
Sales volume		0.811	9.587		
Customer growth		0.791	8.981		
Profit receipt		0.858	9.587		

Source: processed data (2025)

Table 3. Goodness of fit

Measure	Estimate	Threshold	Interpretation
CMIN	49.753	--	--
DF	41.000	--	--





CMIN/DF	1.213	Between 1 and 3	Excellent
CFI	0.987	>0.95	Excellent
SRMR	0.045	<0.08	Excellent
RMSEA	0.044	<0.06	Excellent
Pclose	0.562	>0.05	Excellent

Source: processed data (2025)

By referring to various criteria listed in Table 3, structural model analysis demonstrates that the model is well confirmed.

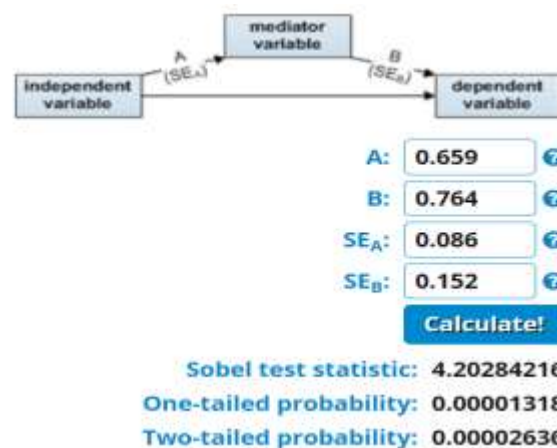
**Table 4. Hypothesis testing criteria**

The hypothesized relationship	Std. Estimate	Estimate	S.E.	C.R.	P	Conclusion
H1: Networking Capability → Customer Orientation	.659	.545	.086	6.339	***	Accepted
H2: Customer Orientation → Marketing performance	.764	.862	.152	5.654	***	Accepted
H3: Networking Capability → Marketing Performance	.045	.042	.111	.377	0.706	Rejected

Source: processed data (2024)

The results of the hypothesis testing are summarized in Table 4, and the structural model is shown in Figure 1. All of our hypotheses are validated by the data, with the exception of the one that rejects the idea that networking skill has no bearing on marketing performance because the critical ratio is more than 1.96 and the significant level is less than 0.05. The results above explain that the better the network capabilities carried out, the better the implementation of customer orientation where MSME actors can attract customers from a wider market share (Tirtayasa, et al., 2021). This study also found that the better the application and analysis of orientation to

customers is done will improve marketing performance, this is because the more MSME actors realize the needs and desires of their customers, it will trigger the occurrence of purchase decisions so as to improve the marketing performance of MSMEs (Christian & Yoestini, 2023). However, different results occur in the relationship between network capabilities and improved marketing performance, where the better the quality of the network does not necessarily improve marketing performance. This is because parties involved in the MSME business network can give a negative response, especially from competitors (Huda & Munandar, 2021).



**Figure 2. Results of calculation of the role customer orientation in mediation the effect of networking capability on marketing performance**

Source: processed data (2025)

As shown in Figure 2, the mediation effect's online sobel test value calculation on the website <http://www.danielsoper.com> yielded a sobel test value, or z value, of  $4.203 > 1.96$  with a P-value of 0.000 for the one-tailed test and 0.000 for the two-tailed test at the significance level of  $P = 0.05$ . Customer orientation has a significant influence in the relationship between network capabilities and marketing performance, according to the results of the calculation of its mediating role.

In the updated *Resource-Based View (RBV)* framework, sustainable competitive advantage can be achieved through the utilization of unique, valuable, scarce, and hard-to-replicate internal resources and capabilities (Hunt, 2000). In this context, *networking capability* represents a company's ability to establish and maintain strategic relationships with external partners, which plays an important role in gaining access to information, market opportunities, and resources that are not owned internally. Meanwhile, *customer orientation* reflects a company's strategic orientation in understanding and responding to customer needs, which is a high-value intangible asset in shaping customer loyalty and satisfaction. These two capabilities, if managed effectively, can be strategic resources that drive increased *marketing performance*. Therefore, the discussion of these three variables is crucial to understanding how companies can utilize their internal and relational capabilities to achieve marketing performance excellence sustainably. However, *customer orientation* plays a role as a *dynamic capability* that transforms *networking capabilities* into competitive advantages through knowledge recombination and resource fluidity mechanisms (Mikalef et al., 2021). Recent studies show that in the digital age, network resources (such as access to partners or market data) are only valuable if integrated with customer-based capabilities (Khin et al., 2022). *Customer orientation* plays an important role in converting network information into actionable customer insights and coordinating cross-network resources for market responsiveness (Philbin et al., 2022). This process is in line with the RBV principle of resource orchestration (Nawaz Kalyar et al., 2024), where *customer orientation* serves as a "directer" (*orchestrator*) that connects external assets (networks) with marketing performance

## CONCLUSION

This research was conducted to measure the relationship between networking capability and marketing performance through customer orientation in MSMEs in Pontianak City, West Kalimantan, Indonesia. Based on the results of data testing, it was found that: there is a positive and significant relationship between networking capabilities on customer orientation, and customer orientation on marketing performance. However, there is no significant influence between networking capabilities on marketing performance.

Networking capabilities can strengthen the marketing performance of customer-oriented and increase customer trust and commitment. With extensive networking, marketing performance can be maintained. Customer orientation can lead to companies with superior performance through building trust and commitment exchange partners. Research on the influence of networking capabilities on marketing performance through customer orientation shows that networking capabilities and customer orientation have a mutually supportive relationship to improve marketing performance. Networking capabilities facilitate this collaboration by providing a platform for the exchange of ideas and resources. Customer orientation encourages firms to collaborate more closely with customers and business partners in developing innovative new products and services.

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