

**THE MEDIATION ROLE OF MARKET ORIENTATION AND
CUSTOMER ORIENTATION ON THE INFLUENCE OF ADAPTIVE
SELLING ON SALES PERFORMANCE (Case Study on MSME Products
in the Fashion Sector in Semarang City)**

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Abstrak

Penelitian ini dilakukan untuk menguji secara empiris peran mediasi market orientation dan customer orientation pada pengaruh adaptive selling dan sales performance. Teknik pengumpulan data yang digunakan dalam penelitian ini adalah menggunakan kuisisioner/angket. Teknik analisis data dalam penelitian ini menggunakan analisis statistik deskriptif dan analisis data dengan partial least square (PLS). Sampel pada penelitian ini berjumlah 100 responden yang merupakan pelaku UMKM bidang fashion di Kota Semarang. Berdasarkan hasil penelitian adaptive selling berpengaruh terhadap market orientation dan customer orientation market orientation tidak berpengaruh signifikan terhadap sales performance, adaptive selling dan customer orientation berpengaruh signifikan terhadap sales performance. Market orientation tidak mampu menjadi mediasi antara hubungan adaptive selling dengan sales performance. Customer orientation berpengaruh dalam memediasi hubungan adaptive selling dengan sales performance. Sehingga perusahaan yang mengimplementasikan dan memperhatikan variabel-variabel tersebut secara detail dapat meningkatkan kinerja penjualan UMKM bidang fashion Kota Semarang.

Kata Kunci: Adaptive Selling, Sales Performance, Market Orientation, Customer Orientation.

Abstract

This research was conducted to empirically test the mediating role of market and customer orientation on the influence of adaptive selling and sales performance. The data collection technique used in this research is using a questionnaire. The data analysis technique in this research uses descriptive statistical analysis and data analysis with partial least squares (PLS). The sample in this study consisted of 100 respondents who were MSMEs in the fashion sector in Semarang City. The research results show that adaptive selling affects market orientation and customer orientation. Market orientation does not have a significant effect on sales performance, adaptive selling and customer orientation have a significant effect on sales performance. Market orientation cannot mediate the relationship between adaptive selling and sales performance. Customer orientation influences mediating the relationship between adaptive selling and sales performance. So companies that implement and pay attention to these variables in detail can improve the sales performance of MSMEs sales performance in Semarang City's fashion sector.

Keywords: Adaptive Selling, Sales Performance, Market Orientation, Customer Orientation.

INTRODUCTION

The development of the fashion industry in Indonesia is increasing along with the growing needs of society. The fashion industry is a global sector characterized by unpredictable demand, which can fluctuate both up and down. Therefore, the fashion industry has a short cycle, with diverse products requiring long-term storage, and faces challenges in supply chain management (Şen, 2008). The fashion industry in recent years has become one of the most profitable sectors in Indonesia, characterized by significant growth. At the beginning of its development, Indonesia tended to adopt fashion styles from Western countries, both in terms of design and production processes. This shows that the fashion industry not only serves as a primary need but also has the potential to drive the sector's growth more rapidly. Based on data obtained from CNBC Indonesia (2019), the growing Fashion industry will take a share of around 18.01% or equivalent to Rp 116 trillion and it is stated that design in the fashion industry has a significant influence on potential customers in making decisions to buy a product.

In an era of increasingly fierce and increasing business competition, every company must have the right business approach to continue to increase sales. One way to achieve sales success is to understand and pay attention to market needs and customer needs. Understanding market needs and customer needs guide businesses to meet customer needs and markets. Micro, small, and medium enterprises (MSMEs) are currently limited to focusing on the capabilities they have and do not learn much from customer complaints. They must continue to develop and maintain the quality of the goods they produce, and pay attention to customer needs and tastes. Therefore, every MSME must have sales skills that are flexible and adaptive, market-oriented, and customer-oriented, with the hope that the collaboration of these aspects can improve sales performance.

Several studies have provided results that show a significant influence between adaptive selling and sales performance. Research conducted by (Singh et al, 2017) and (Altintas et al, 2017) stated that Adaptive Selling behavior has a positive and significant effect on Sales Performance. Although previous research produced a significant relationship, there

was still no influence between the two variables. These results can be seen based on research conducted by (Rahmawan, 2023), and (Scholz et al, 2021) which stated that adaptive selling ability has no relationship to sales performance. Therefore, further research is needed to help explain the influence of adaptive selling on sales performance.

Based on the phenomena and background that have been put forward, the formulation of the problem in this study is how adaptive selling affects sales performance by making market orientation and customer orientation as connecting variables or mediators in MSME products in the fashion sector in Semarang City.

THEORETICAL FRAMEWORK AND HYPOTHESIS

The MOA (Motivation, Opportunity, Ability) theory is a theory that has been applied extensively in various sectors, such as human resource management (HRM), information systems, research, marketing, and also in the realm of public relations. This theory has a significant capacity to describe the results related to performance and behavior. The MOA theoretical framework has proven useful, especially in information systems research, especially in accommodating contextual and situational

aspects that influence individual behavior, as explained by (Hughes, 2007). In this study, the researcher adopted the Motivation, opportunity, ability (MOA) theoretical framework as a basis for creating and developing a research model. In this model, if we implement the MOA (Motivation, opportunity, ability) theory in each variable, then it can be concluded as follows: Adaptive Selling reflects the motivation and opportunity aspects, market orientation reflects the opportunity aspect, and customer reflects the Ability aspect. While Adaptive Selling also provides the Opportunity aspect in drive the success of Sales Performance.

Effect of Adaptive Selling on Market Orientation.

A salesperson must always monitor and follow market trends. In this context, the ability of salespeople to observe customer behavior in interacting and adjusting sales approach strategies is very important. Adjusting sales strategies is necessary because each customer has different uniqueness and characteristics (Zuraida, 2022). The application of market orientation can improve the company's marketing performance. Market orientation has proven to be effective in achieving and maintaining competitive

advantage, starting from planning and coordination throughout the organization, so that it can improve company performance. Adaptive selling is one way to gain a competitive advantage in the market. Spiro & Weitz (1990) stated that the ability of salespeople to find and apply the most appropriate approach for each customer should be able to improve market orientation. Using various methods when interacting and communicating with new customers, as well as making adjustments during the interaction, shows that a seller has a high level of adaptability. Conversely, if a business partner uses the same approach for all customers, then it can be said that he has a low level of adaptability. (Spiro & Weitz, 1990). Based on the logical relationship above, the hypothesis proposed in this study is as follows:

H1: Adaptive Selling has a significant positive effect on Market Orientation

Effect of Adaptive Selling on Customer Orientation.

Adaptive selling is an activity that involves adjusting one's behavior to adapt to the sales context, this requires a focus on the needs and preferences of individual customers, which may lead to a customer-centered problem-solving orientation. For

example, showing empathy to customers to develop relationships with the aim of better understanding their needs can lead to high customer orientation from the salesperson. As (Zulkifli, 2024) states the existence of a significant positive influence between salespeople and customers can also result from adaptive selling behavior. Therefore, based on the logical relationship above, the hypothesis proposed in this study is as follows

H2: Adaptive Selling has a significant positive effect on Customer Orientation.

Effect of Market Orientation on Sales Performance.

Market orientation is implemented by every company to be able to develop innovation to have advantages so that it can improve sales performance. In addition, Market Orientation also has a positive influence on competitor orientation, this will also affect the level of sales performance if the company can compete with competitors in the market (Sukrina, 2022). Suswanti and Wahyu (2016) also argue that market orientation affects sales performance, which shows that every producer needs to have an entrepreneurial spirit so that their products can compete in the market, which in turn will have an

impact on sales performance. Based on the logical relationship above, the hypothesis proposed in this study is as follows

H3: Market Orientation has a significant positive effect on Sales Performance.

Effect of Adaptive Selling on Sales Performance

Adaptive Selling is a tool to change sales behavior when interacting with customers or outside the interaction process, adaptive selling can be measured in several ways. This includes measuring the knowledge and understanding of salespeople regarding the situation at hand, their ability to handle different situations, and the level of employee confidence in facing and handling situations that arise (Hidayat & Kusumastuti, 2019). Studies conducted by Hidayat and (Kusumastuti, 2019), Hamdani and (Santoso, 2022) found that adaptive selling has a significant positive effect on sales performance. Research conducted by (Yeo and Jan, 2022) also stated that adaptive selling has a significant positive effect on sales performance. Based on the logical relationship above, the hypothesis proposed in this study is as follows:

H4: Adaptive Selling has a significant positive effect on Sales Performance

Effect of Customer Orientation on Sales Performance.

Research by Ranti and Syah (2022) states that customer orientation has a significant positive effect on sales performance. In addition, research by Fatonah, et al (2021) also states that customer orientation has a direct effect on sales performance. The results of this study are also supported by research by Rosadian (2020) which states that customer orientation affects competitive advantage, but does not have a direct impact on sales performance. These customer-focused skills help convince customers of product suitability and support the sales closing process through agreements with customers. Customer orientation in salespeople tends to have a significant effect on sales performance. Therefore, based on this logical relationship, the hypothesis proposed in this study is as follows.

H5: Customer Orientation has a significant positive effect on Sales Performance

RESEARCH METHODS

In this study, the author uses a quantitative approach. Quantitative research is research that is systematic, structured, organized and clear from the beginning to the end of the study (Lakshmi

& Mohideen, 2013). Therefore, the type of quantitative research used is "Explanatory research" which is defined as research to analyze a relationship between independent variables and dependent variables to test its truth. Therefore, this study focuses on measuring and analyzing the causal relationship of various variables (Ferdinand, 2014). Quantitative research can also be called positivistic because it is based on the philosophy of positivism (Hardani et al., 2020). Therefore, this study aims to analyze the predetermined variables, namely Adaptive Selling (X1), Market Orientation (Z1), Customer Orientation (Z2), and Sales Performance (Y1).

The sampling technique in this study used purposive sampling. This approach is a sampling technique that is carried out based on consideration of certain criteria or characteristics. Thus, this sampling technique is limited to certain types of individuals who can provide the desired information. (Sekaran, 2006). The determination of the number of samples in this study is based on a theory according to Malhotra & Birks (2007), which states that the total sample is required with at least 5 to 10 times the number of indicators to be measured. The number of indicators in this

study is 12 indicators. Then, the number of indicators is multiplied by 10, so that a total of 120 respondents are obtained. The characteristics of the respondents in this study are:

1. The MSME has at least 3 employees.
2. The length of the MSME business is at least 2 years.
3. There is an increase in turnover every year.

Data collection techniques using questionnaires as well as primary and secondary data. Researchers distributed questionnaires to respondents of fashion UMKM as primary data, while secondary data were obtained through the official agency of the Semarang city UMKM service. The research variables sales performance uses three indicators, adaptive selling uses three, market orientation uses three indicators, customer orientation uses three indicators. Measurement of questionnaire items uses a nominal scale and a Likert scale of 1-5. Data analysis uses smart PLS.

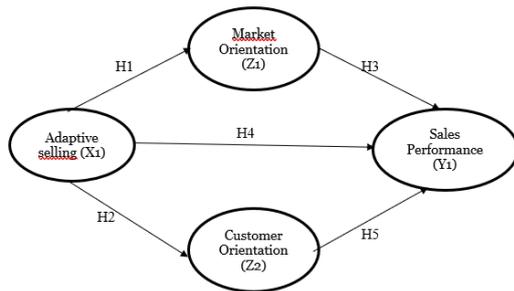


Figure 1
Conceptual Model

Step 1: outer model measurement consists of validity tests and reliability tests. According to Ghozali (2011), validity testing helps determine the validity and accuracy of the questionnaire. According to Sugiyono (2016), the purpose of the reliability test is to ensure that the findings of the instrument measurement remain consistent. Simultaneous testing with probability testing aims to determine the influence of independent variables in a model simultaneously.

Step 2: The inner model measurement consists of R square and F square. R Square is the coefficient of determination in endogenous constructs. According to Chin (1998) (in Sarwono & Narimawati, 2015) said that the criteria for the R square value limits are divided into three groups, namely 0.67 as strong 0.33 as moderate, and 0.19 as weak. Effect size (F square) to determine the goodness of the model. According to Chin (1998) (in

Ghozali, 2017) the interpretation of the f square value is 0.02 has a small effect; 0.15 has a moderate effect and 0.35 has a large effect at the structural level.

Step 3: hypothesis measurement which includes direct effect and indirect effect. Direct Effect is a direct influence that occurs between one variable and another variable. The Indirect effect is an indirect influence of a variable on another variable through an intermediary variable.

RESULTS AND DISCUSSION

The results of data collection are attached in Table 4.1. 120 questionnaires have been distributed to all UMKM actors in the fashion sector in Semarang City, of which 100 questionnaires meet the established criteria. Therefore, this study uses primary data obtained from 100 respondents.

Table 1
Data Collection Results

Criteria	Total
Jumlah Kuesioner yang disebar	120
Jumlah Kuesioner yang tidak direspon	19
Jumlah Kuesioner yang tidak sesuai kriteria	1

Jumlah Kuesioner yang sesuai kriteria	100
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Source: Research Primary Data Results

The survey results data are reported in Table 1, with 100 fashion UMKM respondents. The majority of respondents were female (70%), aged 31 to 40 years (67%), and had been in business for 6 to 10 years (59%)

Table II

Characteristics Of Respondents

Descripti on	Frequen cy	Percenta ge	Tot al
total sample	100	100 %	100 %
Gender			
female	70	70 %	
male	30	30 %	
Age			
20 – 30 years	23	23 %	
31 – 40 years	67	67 %	
> 41 years	10	10 %	
length of business			
1 - 5 years	32	32 %	

6 – 10 years	59	59 %
> 10 years	9	9 %

Source: Research Primary Data Results

Table III

Validity and reliability test

Variable	Measurement Items	Convergent Validity		Internal Consistency Reliability	
		Loading Factor	AVE	Composite Reliability	Cronbach's Alpha
Adaptive Selling	X1.1	0.758	0.689	0.823	0.779
	X1.2	0.863			
	X1.3	0.863			
Sales performance	Y1.1	0.925	0.831	0.900	0.898
	Y1.2	0.920			
	Y1.3	0.890			
Market orientation	Z1.1	0.928	0.873	0.932	0.927
	Z1.2	0.944			
	Z1.3	0.930			
Customer orientation	Z2.1	0.915	0.768	0.864	0.847
	Z2.2	0.923			
	Z2.3	0.783			

Source: Research Primary Data Results

Convergent validity is considered good if the loading factor value is more than 0.7. The loading factor value is a value that shows the correlation between the reflective indicator score and the latent variable score. In addition to the loading factor, convergent validity can also be expressed using the average value of the extracted variance (Average Variance Extracted / AVE). The AVE value is at least 0.5. This value describes adequate convergent validity, which means that one latent variable can explain more than half of the variance of its indicators on average (Ghozali, 2016). Based on the calculation of the loading factor value and the ave value in this study, it is above 0.7.

Therefore, the validity test can be declared valid.

Based on table 3 above, it is known that the Composite Reliability and Cronbach's Alpha values show good values. Among them, the adaptive selling variable has a composite reliability value of $0.823 > 0.70$ and a Cronbach's alpha of $0.779 > 0.70$. The sales performance variable has a composite reliability value of $0.900 > 0.70$ and a Cronbach's alpha of $0.898 > 0.70$. The market orientation variable has a composite reliability of $0.932 > 0.70$ and a Cronbach's alpha of $0.927 > 0.70$. Then, the customer orientation variable has a composite reliability of $0.864 > 0.70$ and a Cronbach's alpha of $0.847 > 0.70$. Thus, all variables used in the study have Composite Reliability and Cronbach's Alpha values > 0.70 . This shows that each indicator that measures the latent variable can be considered reliable. This means that these indicators provide consistent results in measurement and can reflect the intended construct.

Table IV

Discriminant validity (Cross Loadings)

<i>variabel</i>	<i>indicator</i>	<i>Adaptive selling</i>	<i>Sales performance</i>	<i>Market orientation</i>	<i>Customer orientation</i>
<i>Adaptive selling</i>	X1.1	0.758	0.520	0.424	0.496
	X1.2	0.863	0.731	0.782	0.752
	X1.3	0.863	0.561	0.536	0.508
<i>Sales performance</i>	Y1.1	0.672	0.925	0.702	0.732
	Y1.2	0.689	0.920	0.713	0.687
	Y1.3	0.678	0.890	0.614	0.636
<i>Market orientation</i>	Z1.1	0.644	0.650	0.928	0.709
	Z1.2	0.731	0.751	0.944	0.758
	Z1.3	0.670	0.674	0.930	0.781
<i>Customer orientation</i>	Z2.1	0.724	0.693	0.812	0.915
	Z2.2	0.657	0.688	0.734	0.923
	Z2.3	0.520	0.592	0.540	0.783

Source: Research Primary Data Results

According to Ghozali's criteria (2014), a model is said to have good discriminant validity if each indicator has a higher correlation with the construct compared to other constructs. In the cross-loading table above, all indicators meet these criteria, which indicates that the measurement model has a good ability to distinguish between constructs and measure different concepts accurately. Thus, the results of the discriminant validity analysis show that each construct in this research model has a unique size and can be distinguished well from other constructs, which further supports the accuracy and reliability of the measurement model used

Table V
R Square

Variable	R-square	Adjusted R-square	Ket
Sales performance	0.668	0.658	moderate
Market orientation	0.535	0.530	moderate
Customer orientation	0.532	0.527	moderate

Source: Research Primary Data Results

According to (Hair et al 2011) The criteria for R-Square are If the adjusted value is 0.75 → the model is strong. If the adjusted value is 0.50 → the model is moderate, If the adjusted value is 0.25 → the model is weak. Based on Table V the amount of variance of the sales performance variable that can be explained by the adaptive selling variable is 0.658 (65.8%). The amount of variance of the market orientation variable that can be explained by the adaptive selling variable is 0.530 (53%). The amount of variance of the customer orientation variable that can be explained by the adaptive selling variable is 0.527 (52.7%).

Table VI
F Square

	Adaptive selling	Sales performance	Market orientation	Customer orientation	Ket
Adaptive selling		0.144	1.149	1.137	substantial
Sales performance					
Market orientation		0.059			substantial
Customer orientation		0.086			substantial

Source: Research Primary Data Results

The F-Square criteria according to (Hair et al 2021) are as follows: If the value = 0.005 → Small effect, If the value = 0.01 → Medium effect, If the value = 0.025 → Large effect. based on Table VI the influence of Adaptive Selling on sales performance at the structural level is classified as high (0.144), The influence of Adaptive Selling on Market Orientation at the structural level is classified as high (1.149). The influence of Adaptive Selling on Customer Orientation at the structural level is classified as high (1.137). The influence of Market Orientation on sales performance at the structural level is classified as high (0.058). The influence of Customer Orientation on sales performance at the structural level is classified as high (0.086).

Hypothesis Test

Table VII
Specific Direct Effect

Variable	Original Sample	Standard Deviation	T Statistik	P Values	Keterangan
H1 Adaptive selling → market orientation	0.731	0.056	13.173	0.000	Positive, significant
H2 Adaptive selling → customer orientation	0.729	0.066	11.083	0.000	Positive, significant
H3 Market orientation → sales performance	0.250	0.141	1.779	0.075	Positive, no significant
H4 Adaptive selling → sales performance	0.745	0.052	14.260	0.000	Positive, significant
H5 Customer orientation → sales performance	0.302	0.141	2.143	0.032	Positive, significant

The Effect of Adaptive Selling on Market Orientation

The results of testing the first hypothesis show that the Adaptive Selling variable significantly affects market orientation. With an Original Sample value of 0.731, a T-statistic of 1,173, and a P-value of 0.000, it can be concluded that their ability to represent Adaptive selling allows MSME players to respond to changes in market dynamics more quickly and effectively. This will certainly strengthen market orientation because MSMEs will be able to adjust products, services, or marketing approaches based on customer feedback. Information obtained from adaptive salespeople can be utilized within the company, such as marketing, product development, and customer service. So this will encourage coordination between divisions which is one of the key elements of market orientation. Then the hypothesis test is accepted. The results of this study are in line with research conducted by (Zuraida, 2022), (Titisari Herniwati et al 2020), (Yenny Widya Hastuti, 2014) which states that the adaptive sales variable has a significant positive influence on market orientation.

The Effect of Adaptive Selling on Customer Orientation

The results of testing the second hypothesis show that the Adaptive Selling (AS) variable has a significant positive effect on customer orientation (CO). With an Original Sample value of 0.729, T-statistics of 11.083, and P-values of 0.000, it can be concluded that salespeople who have good adaptive selling skills tend to be more able to adapt their sales approaches and methods according to customer segmentation in the market, will be more capable to understand customer needs and desires and adapt fashion trends that are of current customer interest. The relationship between these variables is also proven by research conducted by (Zulkifli, 2024), (Ramendra Singh et al, 2012), and (Richard B. Nyuur et al 2024)

which states that there is a significant positive influence between adaptive selling and Customer Orientation.

The Effect of Market Orientation on Sales Performance

The results of testing the third hypothesis show that the Market orientation variable has a positive and insignificant effect on sales performance. With an Original Sample value of 0.250, T-statistics of 1.779, and P-values of 0.075.

and this research rejects the hypothesis that there is an influence of market orientation on sales performance in MSMEs in the fashion sector in Semarang City. The results of this study do not correspond to previous studies which stated that market orientation has a significant effect on sales performance (Agista Rosiana, 2020) and (Sukrina, 2022). Therefore, it can be concluded that the hypothesis is rejected.

The Effect of Adaptive Selling on Sales Performance

The results of testing the fourth hypothesis show that the Market adaptive selling (AS) variable has a significant positive effect on sales performance (SP). With an Original Sample value of 0.250, T-statistics of 1.779, and P-values of 0.075, this shows that a seller who applies adaptive selling can improve sales performance because this will help salespeople be more effective in identifying and meeting customer needs, as well as adapting with changing customer situations and contexts. A salesperson who understands the concept of adaptive selling will also allow salespeople to be flexible in changing their tactics throughout the sales process. They can try a variety of techniques, from consultative selling to more direct approaches depending on how

customers respond. The relationship between these variables is also proven by research conducted by (Yeo and Jan 2022), (Kamila Fadilah, 2022), and (Titisari Herniwati et al. 2020) which states that there is a significant positive influence between adaptive selling and sales performance.

The Effect of Customer Orientation on Sales Performance

The results of testing the fifth hypothesis show that the Customer Orientation (CO) variable has a significant positive effect on sales performance (SP). With an Original Sample value of 0.302, T-statistics of 2.143, and P-values of 0.032, a customer-oriented seller will be able to improve the company's sales performance. Primarily through increased customer satisfaction, long-term response relationships, and the ability to offer relevant responses. Companies and salespeople who focus on customers will have better sales performance in the long term compared to those who are only oriented to the results of sales transactions. By approaching customers, salespeople can understand dynamic customer needs. The ability of MSME players to adapt offers to customer needs increases sales effectiveness, thereby having a positive

impact on sales performance. The relationship between these variables is also proven by research conducted by (Fatonah, et al2021), (Sinar Hubtriyana Ade,2018), and (Dewi Santika,2023) which states that there is a significant positive influence between customer orientation and sales performance.

Table VIII
Specific Indirect Effect

mediation	Original sample	Sample mean	Standard deviation	T statistik	P values	Ket
Adaptive selling → market orientation → sales performance	0.183	0.175	0.106	1.726	0.084	Positive, No significant
Adaptive selling → Customer orientation → Sales performance	0.220	0.225	0.108	2.047	0.041	Positive, significant

From the table above, conclusions can be drawn:

1. In this research, market orientation has not played a role as a mediator between the influence of adaptive selling on sales performance. in MSMEs in the fashion sector in the city of Semarang. This is because the P-value is $0.084 > 0.05$.
2. In this research, Adaptive Selling has an effect on sales performance which is mediated by customer orientation in MSMEs in the fashion sector in the city of Semarang, this is because the P-value is $0.041 < 0.05$

CONCLUSIONS AND RECOMMENDATIONS

Adaptive selling has a positive and significant influence on market orientation, which proves that every MSME actor's skill in representing adaptive selling will also increase market orientation. This is influenced by the indicator with the highest value, namely, salespeople can understand and adapt sales techniques so that MSME players who pay attention to adaptive selling skills for each customer will have a significant impact on market orientation.

Adaptive selling has a positive and significant influence on customer orientation, which proves that every change that occurs in adaptive selling will increase customer orientation. This is influenced by the indicator with the highest value, namely, salespeople can understand and adapt sales techniques so that MSMEs pay attention to adaptive selling skills and also take a sales approach to each customer will be able to understand the customer's needs and desires.

Market orientation does not have a significant influence on sales performance. In this context, MSME players must fully understand the importance of market orientation to improve sales performance. Market orientation is a strategic approach

that focuses on market information and dynamics, as well as competitor activities, and inter-divisional coordination. MSME players need to emphasize and review the context of market orientation in all business processes, from product development to after-sales service. This involves continuous market data collection, trend analysis, and rapid response to market changes. With this approach, companies can innovate fashion products that are more relevant and in line with customer expectations,

Adaptive selling has a significant positive influence on sales performance, which proves that every MSME actor who can adjust sales according to customer criteria will be able to improve sales performance. This is influenced by the indicator with the highest value, namely the sales force can increase sales growth every month. Increased sales growth shows that the company can meet market needs, reach more customers, or increase the frequency of purchases from existing customers.

Customer orientation has a significant positive influence on sales performance. This proves that every MSME actor who can implement customer orientation will be able to improve sales

performance. The results of this research are influenced by the indicator with the highest value, namely that salespeople can understand customer problems. Problem-solving skills are also essential because every customer can face obstacles or dissatisfaction during the process of purchasing or using a product. Quick responses, effective solutions a proactive attitude in handling complaints can turn negative situations into opportunities to build trust.

In the results of this research, the customer orientation variable can become a mediator variable on the influence of adaptive selling on sales performance. Proven by the p-value of 0.041. Therefore, companies need to develop strategies that strengthen Customer Orientation through training and providing education to each employee, to improve their skills in adaptive selling. Meanwhile, the market orientation variable has not been able to mediate the influence of adaptive selling on sales performance. This means that to make market orientation an effective mediator, companies need to ensure that market orientation has been internalized in all company divisions so that it can support the adaptation of sales strategies in a more relevant and integrated manner.

The policies that must be implemented by companies regarding the adaptive selling variable show that companies need to train salespeople to develop adaptive sales skills. By understanding and adapting sales approaches to customer needs and preferences, salespeople can improve interactions with customers. Companies must ensure that training programs include effective communication techniques and flexible sales strategies so that salespeople can respond quickly to changes in customer behavior and expectations.

As for customer orientation, companies can apply the importance of understanding customer needs and desires in depth. Companies must encourage a customer-focused company culture, where every salesperson feels responsible for providing added value to customers. This can be achieved through training that focuses on customer service and problem-solving skills. By building strong and sustainable relationships with customers, companies can not only increase customer satisfaction but also create loyalty which can contribute to increased sales performance.

The last one is sales performance, companies need to imply that each

salesperson must set clear and measurable performance indicators to evaluate the effectiveness of sales strategies. By regularly monitoring sales performance, companies can identify areas that require improvement and implement necessary corrective actions. By focusing on improving sales performance, companies can achieve greater business goals and increase profitability.

By implementing these managerial implications, companies are expected to be able to increase the effectiveness of their sales strategies and achieve better performance in a competitive market.

The limitations of this study are as follows:

- A. This research's limitations are in the R-Square (R^2) calculation. The resulting R-square sales performance value is 0.668, market orientation is 0.535, and customer orientation is 0.532. The R^2 values of these three variables are still in the medium category. Meanwhile, a higher R^2 value indicates the model is better explains data variability.
- B. In this research, the influence of market orientation on sales performance still shows insignificant results with a p-value of 0.075.

- C. The market orientation variable has not been able to mediate the relationship between adaptive selling and sales performance.

Based on the research limitations that have been explained, suggestions for future research are as follows:

- A. Future research can focus on developing better models to increase the R² value. This can be done by adding other variables that might influence sales performance, market orientation and customer orientation.
- B. Considering that the influence of market orientation on sales performance shows insignificant results, future research should explore other factors that might influence this relationship. Research can be carried out by expanding the sample or using a longitudinal approach to obtain more representative data.

Future research can investigate other variables that might function as mediators between adaptive selling and sales performance. For example, variables such as customer satisfaction or brand loyalty

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