

THE IMPACT OF PRODUCT QUALITY AND PRODUCT INNOVATION ON THE MARKETING PERFORMANCE OF COSMETIC RETAIL STORES IN KEDIRI: MEDIATION OF MARKET ORIENTATION

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ABSTRACT

This study investigates the influence of product quality and product innovation on marketing performance, with market orientation serving as a mediating variable in cosmetic retail stores in Kediri. Employing a quantitative explanatory research design, data were gathered through questionnaires distributed to cosmetic store owners, managers, and supervisors with a minimum of one year of operational experience. The sample was determined using purposive sampling, and the data were analyzed using Structural Equation Modeling (SEM-PLS) with SmartPLS 4. The results indicate that both product quality and product innovation exert a positive and significant effect on market orientation and marketing performance. Market orientation is also found to positively and significantly enhance marketing performance while mediating the relationship between product quality, product innovation, and marketing performance. These findings imply that superior product quality and continuous innovation, when aligned with strong market orientation, can substantially improve the marketing performance of cosmetic retailers. The study's contribution is reinforced by its novelty, namely the empirical testing of a market-orientation mediation model within the specific context of regional cosmetic retailing—an area that has received limited scholarly attention. The research extends marketing theory by offering empirical evidence from a unique industry and regional setting, while also providing practical insights that can guide strategic decision-making for cosmetic retail businesses.

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INTRODUCTIONS

Competition in the cosmetics retail business in Indonesia, including in Kediri, is becoming increasingly fierce as public interest in beauty products grows. (Yastutik & Prapanca, 2024). The rapid growth of the cosmetics industry is driven by increasing consumer awareness of self-care, lifestyle, and ever-evolving beauty trends (Cahyani et al., 2024). This condition requires cosmetics retailers to be able

to adjust their marketing strategies in order to retain customers, expand market share, and improve marketing performance (Lubis et al., 2025). The success of marketing performance is greatly influenced by the store's ability to maintain product quality (Bebyzha Bunga Agachi & Hasyim Hasyim, 2024) and deliver product innovations that are relevant to consumer needs (Wiryawan & Seminari, 2022).

One important factor that affects the competitiveness of cosmetic retail stores is product quality. Product quality is the ability of a product to meet consumer expectations and demands by referring to established quality standards (Wijoyo & Prasetyo, 2024). Previous studies have found that product quality has an influence on a company's competitive advantage (Agustina & Ali, 2025). Consumers tend to choose products that are guaranteed to be of high quality, safe to use, and deliver results in line with expectations. Consistent product quality not only increases customer satisfaction but also strengthens loyalty and builds a positive image of the store in the eyes of consumers (Fuadli & Padmantlyo, 2024). This is also revealed in a study (Jannah & Hayuningtias, 2024) that product quality and price perception have a positive and significant effect on customer satisfaction, which in turn also has a positive and significant effect on customer loyalty. Dilla Store is committed to providing quality cosmetic products to all customers. Product quality at Dilla Store is not only inherent in the goods produced by the factory, but the store manager also ensures that the authenticity of the products is maintained, guarantees the safety of cosmetic products, and presents attractive product packages to consumers.

In addition to product quality, product innovation is also key to success in facing the dynamics of the cosmetics market. Rapidly changing beauty trends require retailers to constantly offer new products or introduce innovative variants that suit consumer needs and tastes. Innovation can be defined as the capacity of business actors to utilize creative thinking, skills, and available resources to implement new ideas, which lead to the creation of innovative products, services, processes, methods, or opportunities. Product innovation refers to strategies that can be applied by businesses in developing their products, either by creating new products or improving the quality of existing products, with the aim of meeting consumer needs and preferences (Tania & Pratama, 2025). Product innovation enables cosmetic retail stores to gain a competitive advantage by offering different choices compared to competitors. Previous studies have shown that product innovation affects marketing performance (Tania & Pratama, 2025). Based on a review (Suhardi et al., 2024), the dimensions of innovation include product innovation, process innovation, and market innovation. This study explores marketing innovation that utilizes digital-based technology, such as: promotion through Instagram social media, online product ordering, advertising through social media, creating educational content, and maintaining long-term relationships with consumers (Suriyanti et al., 2024).

Market orientation acts as a mediating variable that ensures product quality and innovation translate into improved marketing performance. It involves understanding consumer needs, monitoring competitors, and responding proactively to market changes. However, product quality and innovation alone are not enough if they are not accompanied by the store's ability to understand the market. This is where market orientation plays an important mediating role. In this context, market orientation is positioned as a mediating variable that bridges the influence of quality and innovation on marketing performance. Market orientation refers to the extent to which a business understands consumer needs, monitors competitor developments, and is able to respond proactively to changes in the business environment. Market-oriented cosmetics retailers can more effectively leverage product quality and innovation to improve marketing performance (Saputra et al., 2023). Previous studies have shown a positive correlation between product quality, innovation, market orientation, and marketing performance (Raintung et al., 2024), (Farida & Cipta, 2024). However, research with a specific context on cosmetic retailers in the Kediri area of East Java is still limited, even though this sector has great growth potential. Therefore, this study is important to analyze in depth how product quality and product innovation influences marketing performance with market orientation as a mediating variable. The results of this study are expected to contribute theoretically to the development of marketing science and provide practical benefits for cosmetic retailers in formulating appropriate business strategies to enable them to compete sustainably.

METODE PENELITIAN

This study uses a quantitative approach with an explanatory research design. The objective is to explain the causal relationship between variables, namely product quality and product innovation as independent variables, marketing performance as a dependent variable, and market orientation as a mediating variable. The research model was developed based on market orientation theory and resource-based view (RBV), which emphasizes the importance of optimizing internal resources (quality and innovation) through market orientation to improve marketing performance.

Model Development

Market orientation is an organization's ability to understand consumer needs, monitor competitor movements, and coordinate internal resources to create value for customers. As a mediating variable, market orientation bridges how product quality and product innovation can be translated into improved marketing performance. (Nasution et al., 2024)

The main issue in this study is how to improve marketing performance at Dilla Store, a cosmetics retail store. Marketing performance can be seen from: sales growth, increased market share, customer retention and loyalty rates, customer satisfaction with the store's products and services, and profitability generated from marketing activities. In the context of cosmetic retail stores, marketing performance does not only depend on price and promotion, but also on how the store is able to maintain product quality, encourage product innovation, and adopt a market orientation that is in line with consumer needs.

Product quality and market orientation

Product quality plays an important role in building an effective market orientation. High product quality not only meets consumer expectations but also builds consumer trust in the brand. When consumers are satisfied with product quality, they tend to give positive feedback and recommend the product to others. This can increase brand awareness and strengthen the store's position in the market.

Previous studies have shown that there is a positive relationship between product quality and market orientation. For example, research by Wijoyo and Prasetyo (2024) found that improvements in product quality contribute to a better understanding of consumer needs and preferences. Thus, it can be concluded that:

H1: Product quality has a positive effect on market orientation.

Product Innovation and Market Orientation

Product innovation is one of the main drivers in building a responsive market orientation. Cosmetics retailers that are able to deliver innovative products in line with consumer needs and preferences will find it easier to understand market dynamics. Innovation enables retailers to respond quickly to consumer trends and desires, thereby increasing the relevance of products in the market.

Research by (Elwisam & Lestari, 2019) shows that product innovation is directly related to a company's ability to understand the market. In other words, stores that adopt sustainable product innovations tend to have a stronger market orientation. Therefore:

H2: Product innovation has a positive effect on market orientation

Product Quality and Marketing Performance

Product quality has a direct impact on marketing performance. High-quality products not only satisfy customers but also increase customer loyalty and retention. When customers are satisfied with the products they purchase, they are more likely to make repeat purchases and recommend the products to others. Research by (Elwisam & Lestari, 2019) shows that product quality has a positive effect on customer satisfaction, which in turn contributes to improved marketing performance. Therefore: After that, images or tables can also be displayed if necessary.

H3: Product quality has a positive effect on marketing performance.

Product Innovation and Marketing Performance

Product innovation is a key factor in improving marketing performance. Cosmetics retailers that continuously introduce new products or innovative variants can attract consumers' attention and meet evolving needs. Product innovation provides a competitive advantage that can increase sales and market share. Research by Suhardi et al. (2024) shows that product innovation contributes to a significant improvement in marketing performance. Therefore:

H4: Product innovation has a positive effect on marketing performance.

Market orientation and marketing performance

A strong market orientation enables retailers to better understand customer needs and desires, and respond quickly to market changes. Retailers with a good market orientation can optimize their marketing strategies to achieve better results. Research by (Rika Widianita, 2023) shows that market orientation has a positive effect on marketing performance. Therefore:

H5: Market orientation has a positive effect on marketing performance.

Market Orientation as Mediation

Market orientation can function as a mediating variable in the relationship between product quality and marketing performance. High product quality can increase market orientation, which in turn improves marketing performance. This shows that market orientation is not just an additional factor, but also an important link.

Research by Farida and Cipta (2024) explains that market orientation can strengthen the influence of product quality on marketing performance. Therefore:

H6: Market orientation mediates the influence of product quality on marketing performance.

Market orientation and product innovation as mediating variables

In the context of product innovation, market orientation can also act as a mediating variable. Product innovation that takes market needs into account will result in better marketing performance. Cosmetics retailers that are able to integrate product innovation with strong market orientation will be better able to adapt and compete in a dynamic market. Research by Wiryawan and Seminari (2022) shows that market orientation can increase the effectiveness of product innovation in improving marketing performance. Therefore:

H7: Market orientation mediates the effect of product innovation on marketing performance.

Picture 1. Research Framework

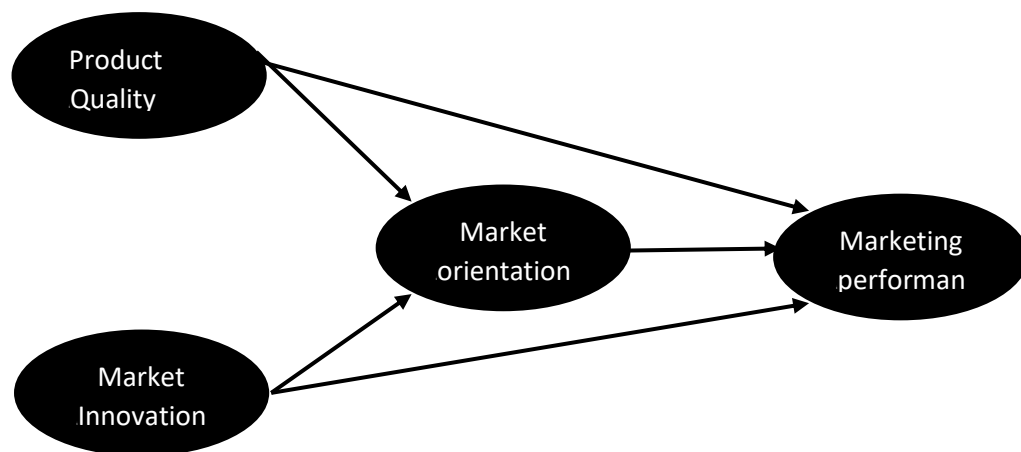


Table 1. Operationalization of Variables

Variable/Concept	Indicator	Scale
Product Quality	Seeker Maintain Measure Reaction	1-5

Product Innovation	Working well Great meaning in life Pride	1-5
Market Orientation	Planning Supervision Coordination Direction Evaluation Staffing Overall performance	1-5
Marketing Performance		1-5

The research population consists of all cosmetic retailers operating in the Kediri region. The research sample was determined using purposive sampling, namely stores that sell various types of cosmetics (skincare, makeup, body care) and have been operating for at least 1 year. Respondents were store owners, managers, or supervisors who understand marketing strategies. The sample size was determined using the formula by Hair et al. (1998), which is a minimum of 5–10 times the number of indicators. If there are ± 25 indicators, then 125–250 respondents are needed. Data collection was conducted using a closed questionnaire with a 1–5 Likert scale (1 = strongly disagree to 5 = strongly agree).

Data analysis was performed using Structural Equation Modeling (SEM-PLS) with SmartPLS 4 software.

Analysis stages:

1. Evaluation of the measurement model (outer model) → testing convergent validity ($AVE > 0.5$), discriminant validity ($HTMT < 0.85$), reliability ($CR > 0.7$).
2. Evaluation of the structural model (inner model) → testing R^2 , f^2 , Q^2 , and path coefficient.
3. Hypothesis testing → using bootstrapping with significance p-value < 0.05 .
4. Mediation test → Sobel test / bootstrapping on market orientation variables to see whether the mediation is full or partial.

RESEARCH RESULTS

Research results should not be presented in numerous tables or figures, but should be limited to only the most important tables and figures. Each table/figure must be accompanied by a concise, straightforward, and clear description in narrative form. All data and other processing results that are not particularly substantive should be attached as supplementary files.

The research results presented must be processed data (not raw data), presented in the form of tables or figures (choose one, not both for the same result), and accompanied by easy-to-understand explanations. The disclosure of analysis results must be in accordance with the rules, principles, requirements, and sequence of the selected analysis tool. The research results contain explanations but no discussion.

The analysis should be preceded by an explanation of the research object, one of which is about the respondents if the data was obtained using a questionnaire. Furthermore, other subchapters can be created if necessary. Once again, emphasis is placed on the results, which are presented not as raw data but as processed data. In addition, in the results subchapter, it is not yet necessary to add explanations in the form of discussions, for example, as presented in the following subchapter:

The research data was obtained from 52 managers or leaders of SMEs in the Cikarang area with characteristics summarized in Table 2

Variable	Number	Percent
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<i>Gender</i>		
- Women	21	40,4
- Man	31	59,6
<i>Age</i>		
- Over 25 years old	14	26,9
- Under 25 years old	38	73
<i>Businessfield operated</i>		
- Service	5	9,6
- Fashion	2	3,8
- Culinary	43	82,7
- Information Technology	2	3,8

Table 2. Respondent Data

Source: Processed questionnaire data, 2020

Table 2 shows the respondent data, namely 32 SMEs at the managerial level who were sampled for the study. Most of the respondents were male, aged over 25 years old, engaged in the culinary business, and with an income between 5 million and 10 million per month.

The results of the outer testing used for validity and reliability testing are presented in Table 3.

Tabel 3. Outer Model

Variables/Indicators	<i>Outer Loading</i>	Crombakh Alpha	Composite Reliability	Conclusion
Product quality		0,785	0,855	Reliable
- Perspector	0,715			Valid
- Defender	0,630			Valid
- Analyzer	0,872			Valid
- Reactor	0,856			Valid
Product innovation		0,930	0,955	Reliable
- Works well	0,920			Valid
- Great meaning in life	0,948			Valid
- Pride	0,941			Valid
Market orientation		0,950	0,959	Reliable
- Planning	0,869			Valid
- Supervision	0,909			Valid
- Coordination	0,880			Valid
- Briefing	0,932			Valid
- Evaluation	0,884			Valid
- Staff arrangements	0,789			Valid

Source: Processing Results, 2020

Almost all indicators for each variable are valid because they are greater than 0.7, except for the defender business strategy. This indicator is retained because its outer loading value of 0.635 is not less than 0.4 and is close to 0.7. All variables are also reliable because they meet the cutoff used in this study (Cronbach's alpha for business strategy is 0.785; commitment is 0.930 and marketing performance is 0.950, which are greater than 0.7, while composite reliability for business strategy is 0.855; commitment is 0.955 and marketing performance is 0.959, which are greater than 0.8).

Table 4. Model Testing Index

Endogenous Variable	Cut of Value	Results Analysis	Model evaluation
R²			
- Product quality	≥ 0,20	0,530	Fit
- Marketing performance	≥ 0,20	0,718	Fit

Source: Processed primary data, 2020

The model is acceptable because all endogenous variables have an R-squared value greater than 0.2. The endogenous variable of product quality has an R-squared value of 0.530, which is in the moderate category, while the endogenous variable of managerial performance has an R-squared value of 0.718, which is in the very strong category.

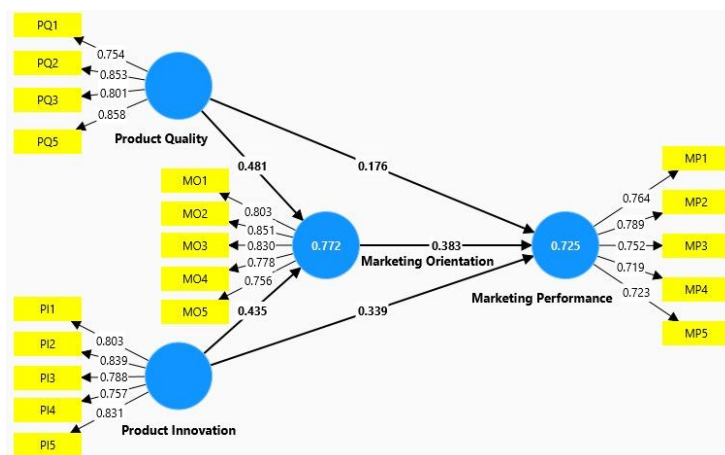


Figure 2. Analysis Results

Source: Research data processed, 2020

Figure 1 shows the estimation of indicators to variables and the relationship between variables. All indicators have contributed to forming their respective variables. Indicator SB03 is the main indicator for business strategy formation, KO02 is the main indicator for product quality, and MP04 is the main indicator for managerial performance.

Table 5. Estimates

Flow	Type	Std. Estimates	P-Value	Conclusion
Marketing performance → product innovation	Directly	0,728	0,000	Significant

Product quality → market orientation	Directly	0,802	0,000	Significant
Market orientation → Marketing performance	Directly	0,061	0,652	Not Significant
Market orientation → product quality Marketing performance	Indirect	0,584	0,000	Significant
Market orientation → Marketing performance	Total	0,645	0,000	Significant

Source: Processed research data, 2020

Table 5 shows the flow of influence between variables in the model. Business strategy influences product innovation, and product quality influences marketing performance. Business strategy does not directly influence marketing performance but indirectly influences it through organizational commitment, whereby its overall influence becomes stronger.

DISCUSSION

The Influence of Product Quality on Product Innovation

The study found that the quality of SME products has a positive effect on product innovation, with a coefficient value of 0.728. The higher the quality of the products offered—in terms of durability, reliability, design, and function—the more it will encourage SMEs to innovate their products. In other words, better and more consistent product quality provides SMEs with greater scope to develop new variants, additional features, and product improvements to remain competitive in the market (Agustini, 2023).

This study is in line with previous findings, albeit in different contexts and measurements, which explain that product quality is an important foundation for innovation growth. Maintaining quality encourages businesses to continue developing in line with consumer needs and market dynamics. Other findings also confirm that good quality can create opportunities for innovation because companies understand the advantages of products that need to be maintained and developed.

Consequently, SMEs need to ensure that quality aspects such as materials, durability, design, and product performance are maintained on an ongoing basis. High product quality will facilitate the innovation process and make products more relevant, thereby enhancing business competitiveness. In this case, product quality must be designed appropriately so that the resulting innovations can meet market demands and customer expectations.

The Effect of Product Innovation on Marketing Performance

The study also found that product innovation has a positive effect on marketing performance, with a coefficient value of 0.802. This means that the higher the level of innovation carried out by SMEs, whether in the form of feature development, packaging design, functional improvements, or the creation of new variants, the better the resulting marketing performance. This is evident from increased consumer interest, sales growth, market expansion, and increased competitive advantage (Adnina et al., 2021).

These findings are consistent with previous studies, albeit in different contexts and industries, that innovation is an important element in improving marketing performance. Product innovation makes products more attractive and differentiates them from competitors, making it easier for companies to attract consumers and increase the effectiveness of their marketing strategies. In certain studies, innovation even acts as an important variable that strengthens the influence of quality on business performance. These results are consistent with previous research highlighting innovation as a critical determinant of marketing performance. Innovation not only differentiates products but also strengthens marketing strategy effectiveness. Hence, innovation should be viewed as a continuous strategy for adding value and improving market positioning.

Consequently, SMEs must understand that innovation is not merely a physical change in products, but a sustainable strategy to increase added value for consumers. Consistent innovation will strengthen the position of products in the market, increase visibility, and create a stronger relationship between products and customer needs so that marketing performance can continue to improve.

The Effect of Product Quality on Marketing Performance Through Product Innovation

There is an interesting finding that product quality does not directly affect marketing performance, but has an indirect effect through product innovation with a positive direction of 0.584. This finding confirms the results of previous studies that new product quality can improve marketing performance when followed by relevant innovation. (Pipit Muliyah, Dyah Aminatun, Sukma Septian Nasution, Tommy Hastomo, Setiana Sri Wahyuni Sitepu, 2020a) This means that product quality is a fundamental factor that enables SMEs to produce innovations that then have a significant impact on marketing success.

The role of product innovation is becoming increasingly apparent because the impact of innovation on marketing performance is much stronger than the direct impact of product quality itself. This shows that product quality must be transformed into innovation in order to have an impact on marketing success. Quality products alone are not enough without refinement, differentiation, or creativity that makes them superior and attractive to consumers.

The implication of these findings is that SMEs need to develop an integrated product development model, where quality is the foundation and innovation is the tool for strengthening market position. Transparency of information regarding quality and innovation will strengthen customer trust, make the marketing process more effective, and increase sales.

The Influence of Marketing Performance on Market Orientation

Research also shows that good marketing performance has a positive effect on marketing performance. The more effective the marketing strategy—whether it be promotion, understanding market needs, targeting, or the ability to reach customers—the more likely consumers are to make a purchase.

The study reveals that strong marketing performance positively affects market orientation. Effective marketing strategies—such as promotion, understanding market needs, targeting, and customer reach—increase the likelihood of purchase decisions. This finding is in line with previous research which states that marketing performance directly influences how consumers evaluate products and determine their marketing performance. Good marketing performance will increase consumer awareness, interest, and confidence, resulting in a faster and more positive decision-making process.

The implication of this finding is that SMEs must ensure that their marketing strategies are implemented optimally and consistently, as successful marketing has a direct impact on sales growth. The better the marketing performance, the higher the level of marketing performance achieved.

CONCLUSION

The conclusion of the research is to the point in accordance with the research objectives. The content of the research conclusion can be supplemented with the results of the analysis. The conclusion does not involve testing, so there is no comparison between the t-value and the t-table, probability and the test level, and so on.

Implications can be added, containing the consequences of the findings, which may include recommendations. Recommendations should be to the point, without reiterating the research findings.

Research limitations can be added, which essentially relate to the imperfections or weaknesses of the research. From these limitations, the question “what next?” arises.

The entire article should be written in paragraph form, not in the form of an itemized list or numbering. If an itemized list or numbering is unavoidable, write it in paragraph form.

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