The Influence of Market Orientation and Entrepreneurial Orientation on Marketing Performance: Organizational Agility as a Mediator

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Abstract

This study aims to determine the impact of market orientation and entrepreneurial orientation on marketing performance mediated by organizational ambidexterity. The unit analysis for this study is employees who work at Bina Insani University, located in Bekasi City, West Java Province. This research uses quantitative methods. The population of this study were 100 Bina Insani University employees. Total respondents are 100 respondents. Data were collected through questionnaires through the census method. Data were analysed using Partial Least Square. This study confirms that market orientation does not influence marketing performance significantly. However, it confirmed the direct impact of positive and significant entrepreneurial orientation on marketing performance. This study also confirms the role of organizational ambidexterity as a mediator in the relationship between entrepreneurial orientation and marketing performance but not in the relationship between market orientation and marketing performance. Thus, Bina Insani University needs to always improve the implementation of its entrepreneurial orientation and organizational ambidexterity to ensure the improvement of its marketing performance.

Keywords: *Market Orientation, Entrepreneurial Orientation, Organizational Ambidexterity, Marketing Performance.*

A. INTRODUCTION

The existence of tertiary institutions in the midst of society is needed to meet the needs of Human Resources in agencies engaged in various fields. Conditions in which universities are in a much-needed position encourage the government and the private sector to establish higher education institutions. Universities continue to grow from time to time and the level of competition in student recruitment is becoming increasingly stringent.

The increasing competition among tertiary institutions makes the leaders of tertiary institutions try to take a marketing approach. Management of marketing activities is carried out in accordance with marketing strategies and tactics. Universities are starting to think about segmenting, targeting and positioning, including establishing marketing mix and differentiation policies in an effort to improve marketing performance.

Marketing strategies and tactics alone are certainly not enough. Other efforts are needed to improve the marketing performance of higher education institutions.

Call it for example the implementation of market orientation. In implementing market orientation, marketers make efforts that focus on customers, and for higher education entities, focus on students and parents. Marketers need to know the needs and desires of students and parents and try to make it happen according to current capabilities and adequacy of resources. In addition, marketers are also required to pay attention to the movements of competitors. Creativity and innovation embodied in high customer value has become their competitive advantage. In order to survive, efforts are needed to create differentiation or uniqueness. And this is not an easy job because marketers are also required to always coordinate across functions in delivering the best service. This is what we need to do in activating/intensifying market orientation.

Furthermore, in the implementation of entrepreneurial orientation there are several things that need to be done. First, marketers need to create innovations in all fields. These innovations can provide added value for students and parents as college customers. Higher education leaders need courage in carrying out transformations and breakthroughs in innovations as well as proactively seizing existing opportunities.

Furthermore, increasing marketing performance can be done through organizational agility. Organizational agility can be seen from the effectiveness and productivity created in work. In addition, organizational agility can also be seen from the ability of higher education human resources to keep pace with the pace of change carried out by the organization. This is the condition where organizational agility is created. There is great hope by carrying out the efforts previously stated, namely increasing the marketing performance of higher education institutions as seen from sales growth, customer growth and profit growth.

Bina Insani University, located in Bekasi City, West Java Province, is a private tertiary institution managed by the Children of the Nation Prosperity and Welfare Foundation, abbreviated as YKKAB. Starting from a Course and Education Institute (LKP), then in 2000 it changed to 2 (two) Higher Education Institutions with the names Bina Insani Accounting Academy (AAK) and Bina Insani Secretarial and Management Academy (ASM). And in 2005 added 1 (one) higher education institution with the name Bina Insani School of Informatics Management (STMIK). In 2019 the 3 (three) tertiary institutions carried out a merger and changed their form to become Bina Insani University through a merger process. In its development the marketing performance of Bina Insani University in the last 3 (three) years is as shown in the following table:

Tabel 1. Admission of new students

Academic Year	Target	Achievements
Academic Year 2022/2023	450	352
Academic Year 2021/2022	400	312
Academic Year 2020/2021	375	239

Source: Bina Insani University PMB data

From the table above it can be explained that the new student admission target has not been achieved in each admission year. It can also be said that there has been an increase in the amount of revenue from year to year but the increase has not been significant.

This research is intended to examine and analyze the marketing performance of Bina Insani University and the implementation of several variables that affect marketing performance which in this case consist of market orientation and entrepreneurial orientation variables as independent variables and organizational agility variables as intermediary variables. In addition, this study aims to verify the relationship between variables that have been found previously by other researchers at different units of analysis and loci. For the relationship between market orientation and organizational agility, there are several researchers who have found the effect of market orientation on organizational agility. They are Huang, S. Z., Lu, J. Y., Chau, K. Y., & Zeng (2020), Nobakht, M., Hejazi, S. R., Akbari, M., & Sakhdari (2021) and Ferreras-Méndez, J. L., Llopis, O., & Alegre (2022). For the effect of market orientation on marketing performance, researchers who have confirmed this effect are Sudarmadji, C. F., Sidharta, H., & Wiryakusuma (2020), Kazemian, S., Djajadikerta, H. G., Said, J., Roni, S. M., Trireksani, T., & Alam (2021) and Kazemian, S., Djajadikerta, H. G., Trireksani, T., Mohd-Sanusi, Z., & Alam (2022). The effect of entrepreneurial orientation on organizational agility has been confirmed by Ghantous, N., & Alnawas (2020), Aftab, J., Veneziani, M., Sarwar, H., & Ishaq (2022) and Shafique, I., Kalyar, M. N., & Mehwish, (2021), while the effect of entrepreneurial orientation on marketing performance has been confirmed by Nwankwo, C. A., Eze, U. S., & Kanyangale (2022), Akomea, S. Y., Agyapong, A., Ampah, G., & Osei (2022) and Sudarmadji, C. F., Sidharta, H., & Wiryakusuma (2020). And the effect of organizational agility on marketing performance has been confirmed by Gözen (2018), Mutisya, P. M., K'Obonyo, P., Ogollah, K., & Njihia, (2020), and Ubeda-Garcia, M., Rienda, L., Zaragoza-Saez, P.C., & Andreu-Guerrero, (2021). It is hoped that from this research a marketing performance model can be created that can be implemented in the service industry, which in this case is a university because there are still limited studies on these variables with a university locus.

Bina Insani University is located in Bekasi City, West Java Province, Indonesia. The city of Bekasi, which is currently still a buffer for the capital city of the Republic of Indonesia, namely Jakarta, has become an attraction for business and trade actors, including universities. Almost every university with a good reputation domiciled in Jakarta has expanded by establishing a development campus in Bekasi City. This condition makes competition in student recruitment increasingly stringent. Encouraged by these conditions, research was carried out on marketing performance so that the results could become a practical reference in an effort to improve marketing performance at Bina Insani University Bekasi and enrich the body of knowledge related to marketing performance in the higher education service industry.

Khalayleh, M., & Al-Hawary (2022) explained that marketing performance is a vital lifeblood for earning organizational revenue, which contributes to business

continuity and development both locally and globally. In addition, Setini, M., Yasa, N., Supartha, I., & Giantari (2021) defines marketing performance as a company's effort to identify and meet customer needs and tastes which can be viewed as a concept used in measuring market performance that achieved by a product. According to Adesoga, A. D., & James (2019) marketing performance is one of the aspects of organizational performance that gives marketing professionals pressure on the need to adjust company investments or company marketing expenses. So, marketing performance is a vital organizational performance which is the goal for marketers in carrying out marketing activities for a product. To measure organizational performance variables, the dimensions commonly used are market performance and financial performance of an organization.

As previously explained, there are 2 (two) independent variables in this study, namely market orientation and entrepreneurial orientation and 1 (one) intermediary variable, namely organizational agility. Schulze, A., Townsend, J. D., & Talay (2022) explain the definition of Market orientation as a set of assumptions and understandings which are mutually shared regarding the organization's work in interacting with the market place in order to create extraordinary value for buyers and at the same time extraordinary for organizational performance. It is further explained that market orientation in terms of organizational activities is something related to marketing intelligence, while in terms of culture, market orientation is related to the norms and values of the organization. And, market orientation refers to conditions where the company facilitates and supports behavior that is in accordance with its marketing concept.

Gul, R. F., Liu, D., Jamil, K., Baig, S. A., Awan, F. H., & Liu (2021) defines market orientation as development carried out across companies that practice market intelligence, dissemination of intelligence across different departments and the company-wide response to the results of that intelligence activity. Furthermore, Ali, H., & Li, (2021) explained that market orientation can help a company connect its resources and skills with the requirements of its customers. From the explanation of market orientation, it can be concluded that market orientation is a corporate culture in providing the best service for customers, providing products that have high customer value and always paying attention to competitor aggressiveness. To measure market orientation variables the dimensions commonly used are customer orientation, competitor orientation and cross-functional coordination.

Entrepreneurial orientation is an important component of organizational strategy that aims and drives efforts towards achieving goals and can be a reason for competitive advantage and strategic renewal. Al-Tabbaa, O., Ciulli, F., & Kolk (2022) defines entrepreneurial orientation as an organizational level attribute that refers to decision-making practices, managerial philosophies and strategic behaviors that are entrepreneurial in nature and thus based on an organizational approach to exploration and exploitation of new opportunities. Uchenna, E. B., Sanjo, O. M., & Joseph (2019) define entrepreneurial orientation as an important determinant of company growth and profitability as well as the company's overall performance as

well as being an organization's competitive advantage. From these definitions it can be concluded that entrepreneurial orientation is an organizational strategy that aims to explore and exploit opportunities to become an organization's competitive advantage that can guarantee the profitability and sustainability of the organization. To measure the entrepreneurial orientation variable the dimensions commonly used are innovation, risk taking and proactivity.

According to Bui et al., (2021) organizational agility is the ability to be productive on an ongoing basis in exploratory activities to make it easier for the organization to grow in the future while simultaneously providing maximum profit sustainability. Al-khawaldah, R., Al-zoubi, W., Alshaer, S., Almarshad, M., ALShalabi, F., Altahrawi, M., & Al-hawary (2022) defines organizational agility as organizational capability in seeking orientation -Strategic competitive orientation. Alshaer (2020) explains the definition of organizational agility as the ability of an innovative organization to meet simultaneous and conflicting demands, depending on the level of management capability, although conflict sometimes creates tensions within the organization. So, from the definitions previously presented, organizational agility can be interpreted as the capability of the organization in its efforts to be able to produce products productively, keep pace with competition and ensure that the organization has optimal profit-ability. To measure organizational agility variables the dimensions commonly used are the exploitation of work programs that have been carried out properly and effectively and the exploration of opportunities in the form of innovations that can be carried out for organizational progress.

In several previous studies, there were several researchers who had found the effect of market orientation variables on organizational agility in their previous studies. Among them are Ghantous, N., & Alnawas (2020), Nobakht, M., Hejazi, S. R., Akbari, M., & Sakhdari (2021) and Ferreras-Méndez, J. L., Llopis, O., & Alegre (2022). Ghantous, N., & Alnawas (2020) have confirmed the effect of market orientation on organizational agility in their research on operating hotels in Jordan. Also, Nobakht, M., Hejazi, S. R., Akbari, M., & Sakhdari (2021) have confirmed the influence of market orientation on organizational agility in their research of knowledge-intensive based firms in Iran. Ferreras-Méndez, J. L., Llopis, O., & Alegre (2022) has also confirmed these findings in his research on SMEs operating in Spain.

There are also several researchers who have found the effect of market orientation variables on marketing performance in their previous studies. They are Sudarmadji, C. F., Sidharta, H., & Wiryakusuma (2020), Kazemian, S., Djajadikerta, H. G., Said, J., Roni, S. M., Trireksani, T., & Alam (2021) and Kazemian, S. , Djajadikerta, H. G., Trireksani, T., Mohd-Sanusi, Z., & Alam (2022). Sudarmadji, C. F., Sidharta, H., & Wiryakusuma (2020) in his research found the effect of market orientation on marketing performance in the home furniture industry in Sawahan Regency. Kazemian, S., Djajadikerta, H. G., Said, J., Roni, S. M., Trireksani, T., & Alam (2021) in his research on five-star hotels in Mashhad, Iran has also confirmed the effect of market orientation on marketing performance. Likewise their research conducted in

2022 at hotels in Western Australia which has also confirmed the effect of market orientation on marketing performance.

In addition, there are several researchers who have found the effect of entrepreneurial orientation variables on organizational agility in their previous studies. They are Nobakht, M., Hejazi, S. R., Akbari, M., & Sakhdari (2021), Ferreras-Méndez, J. L., Llopis, O., & Alegre (2022), Ghantous, N., & Alnawas (2020), Aftab, J., Veneziani, M., Sarwar, H., & Ishaq (2022) and Shafique, I., Kalyar, M. N., & Mehwish (2021). Ghantous, N., & Alnawas (2020) have confirmed the effect of entrepreneurial orientation on organizational agility in their research on operating hotels in Jordan. Also, Ferreras-Méndez, J. L., Llopis, O., & Alegre (2022) have confirmed the effect of entrepreneurial orientation on organizational agility in their research on SMEs in Spain whereas Aftab, J., Veneziani, M., Sarwar, H., & Ishaq (2022) on SMEs in Pakistan. On the other hand, Shafique, I., Kalyar, M. N., & Mehwish (2021) have also found the effect of entrepreneurial orientation on organizational agility in Small and Medium Industries in manufacturing in Pakistan.

Furthermore, there are several researchers who have found the influence of entrepreneurial orientation variables on marketing performance in their previous studies. They are Nwankwo, C. A., Eze, U. S., & Kanyangale (2022), and Sudarmadji, C. F., Sidharta, H., & Wiryakusuma (2020). Sudarmadji, C. F., Sidharta, H., & Wiryakusuma (2020) in his research found the effect of entrepreneurial orientation on marketing performance in the home furniture industry in Sawahan Regency. Meanwhile, Nwankwo, C. A., Eze, U. S., & Kanyangale, (2022) have found the effect of entrepreneurial orientation on marketing performance in SMEs that process agricultural products in Anambro, Nigeria.

Also, there are several researchers who have found the influence of organizational agility variables on marketing performance in their previous studies. They are Gözen (2018), Mutisya, P. M., K'Obonyo, P., Ogollah, K., & Njihia, (2020), Ubeda-Garcia, M., Rienda, L., Zaragoza-Saez, P. C., & Andreu -Guerrero (2021). Gözen (2018) has found the effect of organizational agility on marketing performance in family-run companies in Turkey. Mutisya, P. M., K'Obonyo, P., Ogollah, K., & Njihia (2020) also found the effect of organizational agility on marketing performance in large manufacturing companies operating in Kenya. Likewise in research by Ubeda-Garcia, M., Rienda, L., Zaragoza-Saez, P. C., & Andreu-Guerrero (2021) on hotels in Spain which also confirmed these findings.

From several previous studies as written above, the hypothesis can be formulated as follows:

H1: Market orientation has a positive and significant effect on marketing performance

H2: Entrepreneurial orientation has a positive and significant effect on marketing performance

H3: Market Orientation has a positive and significant effect on Marketing Performance through Organizational Agility.

H4: Entrepreneurial orientation has a positive and significant effect on marketing performance through organizational agility.

Thus the conceptual research model can be formulated as follows:

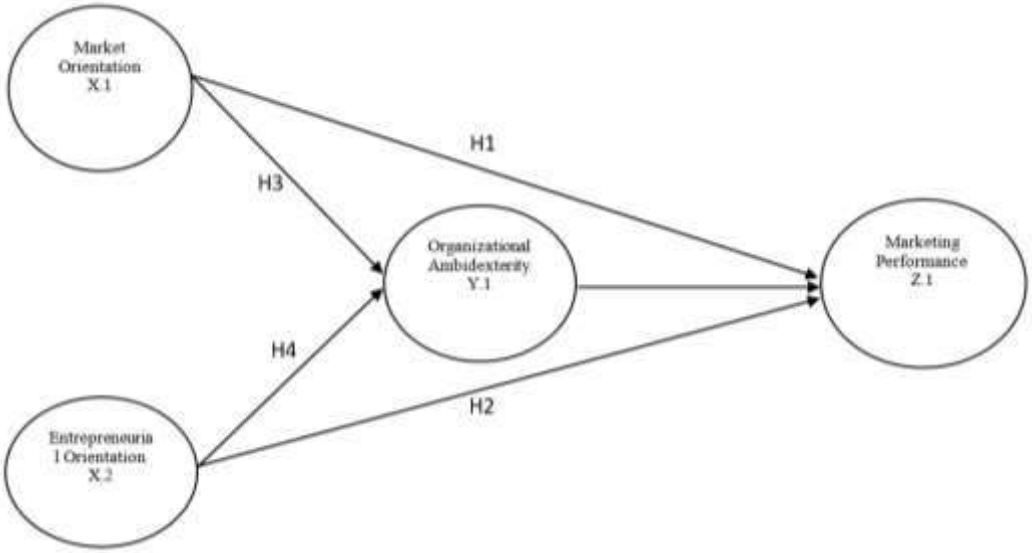


Figure 1. Research Conceptual Model

In Figure 1 about the conceptual model it can be explained that the dependent variable in this study is marketing performance (Z1). Meanwhile, the independent variables consist of 2 (two) variables, namely market orientation (X1) and entrepreneurial orientation (X2). Organizational agility variable (Y.1) is a variable that acts as a mediator between the independent variables and the dependent variable. It is estimated that there is a direct effect of the independent variables (X.1 and X.2) on the dependent variable (Z.1). And it is also estimated that there is an influence of variables X.1 and X.2 on variable Z.1 mediated by Y.1.

B. METHOD

This research is an explanatory research. Explanatory research is research that aims to find relationships between variables. The research method used is survey method. The survey method is a method that is carried out by taking samples from the population with the aim of making generalizations.

This research is verification. Verification research is research that tests temporary answers to problems based on collected empirical data. Verification analysis is carried out to test the hypothesis with the help of statistical testing. The verification analysis used in this study is regression or correlation analysis which aims to examine the relationships between variables in a model. The variables to be measured are market orientation, entrepreneurial orientation, organizational agility, and marketing performance.

To answer the problem formulation and to test the proposed hypothesis, the data obtained is then processed for analysis. To carry out the discussion, the data is processed and presented based on the principles of descriptive statistics, while for the purposes of analysis and hypothesis testing an inferential statistical approach is used.

Verification analysis, namely analysis that aims to determine the relationship between variables by conducting hypothesis testing through statistical data processing and testing using the Partial Least Square (PLS) method with the Smart

PLS Version 3 program. First, measuring the outer model and testing the inner structural model . In measuring the outer model, there is a validity test which can be seen from the results for outer loadings, the results of cross loadings, and the Average Variance Extracted (AVE). In measuring the outer model, a reliability test was also carried out which can be seen from the value of composite reliability, Cronbach' Alpha and communality. Meanwhile, the results of testing the inner model can be seen from R Square and R Square Adjusted. In the validity test, an indicator is considered valid if the loading factor is above 0.5 (Sugiyono, 2018). Smart PLS output for factor loading calculated through the PLS Algorithm.

The population in this study were Bina Insani University employees with the lowest possible range of positions as the head of a sub-section, amounting to 100 people as a population. The sampling technique is a census in which the entire population becomes the respondent. The reason for using this census sampling technique is because the population is only 100 members of the population.

The questionnaire contains a list containing statements of respondents' attitudes about the variables being measured. The structure of the statements in the questionnaire was measured using a Likert scale of 1 to 6. These statements were derived from the definitions and dimensions of each variable to be measured. Each variable has 6 attitude scale statements. The questionnaire is presented in electronic form. The answers to the questionnaire items ranged from very positive (strongly agree/good) to very negative (strongly disagree/good). For analysis purposes, each answer is given a score as follows:

Strongly Disagree/Good (SD : 1
Disagree (D) : 2
Less Disagree (LD) : 3
Slightly Agree (SLA) : 4
Agree (A) : 5
Strongly Agree (SA) : 6

The list of attitude statements on each variable measured is as follows:

1. Market Orientation variables with indicators adopted from Muis & Isyanto (2021) and processed by researchers are as follows: a) All work units at our tertiary institutions always provide the best service to students, parents of students and stakeholders; b) We always do benchmarking with other tertiary institutions which we consider to be the best performers; b) We always coordinate between work units within our tertiary institutions so that we can provide information services and other services properly; c) For us the customer is the main thing; and d) We always observe the movements of our competitors.
2. The Entrepreneurship Orientation Variable with indicators adopted from Mostafiz, M.I., Hughes, M., & Sambasivan (2021) and processed by researchers are as follows: a) Our college leadership supports innovation; b) Our college leaders dare to take risks for innovation; c) Our college leadership is proactive in seeking new opportunities and responding with innovative solutions; d)

College leadership always encourages us to create innovations in our work; e) The leadership of our college always motivates us to proactively seize opportunities for the benefit of our college.

3. Organizational Agility Variables with indicators originating from researchers are as follows: a) Employees at our college are able to carry out their work effectively; b) Employees in our colleges use their abilities and resources optimally for the opportunities that exist; c) Employees at our colleges are able to keep up with the pace of change that is happening; d) Employees at our college are able to carry out tasks according to work targets; and e) Employees at our college are able to work productively quickly with very good quality work.
4. Marketing Performance Variables with indicators adopted from Khalayleh, M., & Al-Hawary (2022) and processed by researchers are as follows: a) Sales Growth Conditions; b) Customer Growth Conditions; c) Profit Growth Conditions; d) Brand awareness condition; and e) Condition of Brand Image.

C. RESULT AND DISCUSSION

In measuring the outer model, there is a validity test which can be seen from the results for outer loading, the results of cross loading and the Average Variance Extracted (AVE). In measuring the outer model, a reliability test was also carried out which can be seen from the value of composite reliability, Cronbach's Alpha and rho-A. Meanwhile, the results of testing the inner model can be seen from R Square and R Square Adjusted. The SmartPLS output for the loading factor calculated through the PLS Algorithm presents the following results:

Table 2. Outer Loading Results

	Organizational Agility	Marketing Performance	Entrepreneurial Orientation	Market Orientation	Information
X11				0.841	Valid
X12				0.833	Valid
X13				0.893	Valid
X14				0.880	Valid
X15				0.721	Valid
X21			0.913		Valid
X22			0.886		Valid
X23			0.861		Valid
X24			0.870		Valid
X25			0.906		Valid
Y11	0.790				Valid
Y12	0.831				Valid
Y13	0.863				Valid
Y15	0.723				Valid
Z11		0.909			Valid
Z12		0.913			Valid
Z13		0.876			Valid

	Organizational Agility	Marketing Performance	Entrepreneurial Orientation	Market Orientation	Information
Z14		0.832			Valid
Z15		0.862			Valid

Source: Respondent data is processed

Meanwhile, the loading factor for each variable can be seen in the educational research model in Figure 2 below:

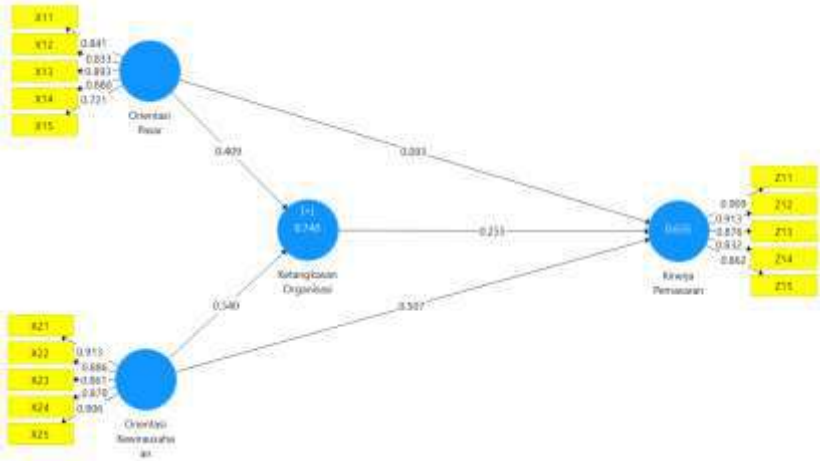


Figure 2. Loading Factor Value

Furthermore, the research indicators were tested for discriminant validity by cross loading as shown in table 3 as follows:

Table 3. Cross Loading Results

	Organizational Agility	Marketing Performance	Entrepreneurial Orientation	Market Orientation	Information
X11	0.613	0.516	0.538	**0.841**	Valid
X12	0.572	0.504	0.507	**0.833**	Valid
X13	0.694	0.622	0.564	**0.893**	Valid
X14	0.724	0.513	0.586	**0.880**	Valid
X15	0.520	0.359	0.466	**0.721**	Valid
X21	0.767	0.686	**0.913**	0.588	Valid
X22	0.733	0.671	**0.886**	0.543	Valid
X23	0.678	0.725	**0.861**	0.550	Valid
X24	0.621	0.607	**0.870**	0.502	Valid
X25	0.742	0.724	**0.906**	0.642	Valid
Y11	**0.790**	0.570	0.642	0.593	Valid
Y12	**0.831**	0.591	0.672	0.655	Valid
Y13	**0.863**	0.627	0.735	0.599	Valid
Y15	**0.723**	0.563	0.510	0.575	Valid
Z11	0.702	**0.909**	0.695	0.592	Valid
Z12	0.692	**0.913**	0.762	0.606	Valid
Z13	0.609	**0.876**	0.693	0.482	Valid
Z14	0.543	**0.832**	0.597	0.423	Valid
Z15	0.655	**0.862**	0.627	0.556	Valid

Source: Respondent data is processed

Another way to determine discriminant validity is to look at the square root of the Average Variance Extracted (AVE) value.

Table 4. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)	Information
Organizational Agility	0.646	Valid
Marketing Performance	0.773	Valid
Entrepreneurial Orientation	0.787	Valid
Market Orientation	0.699	Valid

Source: Respondent data is processed

The reliability test was carried out by considering the composite value of the construct measuring indicator reliability.

Table 5. Composite Reliability

	Composite Reliability	Information
Organizational Agility	0.879	Reliable
Marketing Performance	0.944	Reliable
Entrepreneurial Orientation	0.949	Reliable
Market Orientation	0.920	Reliable

Source: Respondent data is processed

The reliability test is strengthened by Cronbach's Alpha as follows:

Table 6. Cronbach's Alpha

	Cronbach's Alpha	Information
Organizational Agility	0.815	Reliable
Marketing Performance	0.926	Reliable
Entrepreneurial Orientation	0.932	Reliable
Market Orientation	0.891	Reliable

Source: Respondent data is processed

Furthermore, the following table 5-6 shows rho-A with the SmartPLS Version 2 program as follows:

Table 7. rho. A

	rho_A	Information
Organizational Agility	0.822	Reliable
Marketing Performance	0.932	Reliable
Entrepreneurial Orientation	0.935	Reliable
Market Orientation	0.905	Reliable

Source: Respondent data is processed

After the estimated model meets the outer model criteria, then model testing is carried out. Table 5-7 below shows the R-Square values in the construct.

Tabel 8. R Square dan R Square Adjusted

	R Square	R Square Adjusted
Organizational Agility	0.740	0.735
Marketing Performance	0.635	0.623

Source: Respondent data is processed

Table 9. Model Fit

	Saturated Model	Estimated Model	Information
SRMR	0.062	0.062	Fit
d_ULS	0.738	0.738	Fit
d_G	0.640	0.640	Fit
Chi-Square	337.598	337.598	Fit
NFI	0.808	0.808	Fit

Source: Respondent data is processed

To test the hypothesis, the path coefficient is explained as follows:

Table 10. Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistiks (|O/STDEV|)	P Values
Market Orientation -> Marketing Performance	0.093	0.104	0.103	0.905	0.366
Entrepreneurial Orientation -> Marketing Performance	0.507	0.508	0.131	3.883	0.000

Source: Respondent data is processed

Meanwhile, the value of the indirect impact is as follows:

Table 11. Specific Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistiks (|O/STDEV|)	P Values
Market Orientation -> Organizational Agility -> Marketing Performance	0.104	0.101	0.061	1.712	0.088
Entrepreneurial Orientation -> Organizational Agility -> Marketing Performance	0.138	0.133	0.069	1.993	0.047

Source: Respondent data is processed

The data obtained from the distribution of the questionnaires is then recapitulated for educational processing. The application used is SmartPLS and results have been obtained which show the validity and reliability of the study. Validity can be seen from the results of outer loading which has a loading factor value above 0.7 (Wiyono, 2020). As can be seen in table 2, the lowest loading factor is 0.721 on the market orientation variable X15. And all other indicators on all measured variables show a loading factor greater than > 0.7.

Likewise with the cross loading factor in each variable which states that the loading factor value in the intended construct variable must be greater than the value of the other construct variables, Sugiyono (2018). As shown in Table 3 above, the loading factor value for the market orientation construct variable (X13) has a higher

loading factor value than the other construct variable loading factor values. As an illustration, the loading factor X13 for market orientation is 0.893 which is higher than the loading factor for entrepreneurial orientation (0.564), marketing performance (0.622), and organizational agility (0.694).

Average Variance Extracted or abbreviated as AVE, the value is recommended above 0.5 (Sugiyono, 2018). As shown in Table 4, the AVE value is above 0.5 for all constructs in the research model. The lowest AVE value is 0.646 in the organizational agility construct. Likewise with the AVE value of other variables with a value of > 0.5.

Of the three forms of validity testing, it can be stated that the instrument used in this study is valid based on the fulfillment of educational requirements.

In addition to testing the validity of the instrument, it is also tested on reliability education. There are 3 (three) indicators that can determine reliability education. The three indicators are the composite reliability score, the Cronbach's Alpha value, and the rho-A value. The results of composite reliability will be considered a satisfactory value if the value is greater than 0.7 (Sugiyono, 2018). As can be seen in table 5, all variables have composite reliability which far exceeds the value of these requirements. This indicates that all the constructs in the estimated model meet the criteria of discriminant validity. In this study, the lowest composite reliability score was 0.879 in the organizational agility construct.

The same is true for Cronbach's Alpha. Table 6 above shows the value of Cronbach's alpha for all constructs greater than 0.6. The lowest value is 0.815 in the organizational agility construct because the recommended value is above 0.6 (Sugiyono, 2018). The Cronbach's Alpha value for each variable far exceeds the required value. In table 7 above it can be seen that the lowest rho_A value is 0.822, namely organizational agility. The recommended value is greater than 0.7 (Sugiyono, 2018). Based on the form of reliability testing, it can also be concluded that the instrument used in this research is considered reliable for measuring the observed variables.

Next, model testing is carried out. Table 8 shows that organizational agility is able to explain marketing performance variables based on their R Square and R Square Adjusted values.

In Table 9 it can be seen the fit model where each criterion has been fulfilled as a fit model both in the saturated model and in the estimated model.

From the value of the path coefficients it can be determined whether the hypothesis is accepted or rejected. As shown in table 10, the t-statistic on the relationship between market orientation and marketing performance is 0.905 <t table (1.66). The estimated value of the original sample is 0.093, indicating that the direction of the relationship between market orientation and marketing performance is not significant and positive. Thus, the H1 hypothesis which states that market orientation has a significant and positive effect on marketing performance is rejected. This is inconsistent with and contradicts the findings from previous studies conducted by Nwankwo, C. A., Eze, U. S., & Kanyangale (2022) and Sudarmadji, C. F., Sidharta, H., & Wiryakusuma, (2020).

Table 10 also shows that the t-statistic on the relationship between entrepreneurial orientation and marketing performance is 3.883 > t table (1.66). The estimated value of the original sample is 0.507 indicating that the direction of the relationship between entrepreneurial orientation and marketing performance is significant and positive. Thus, the H2 hypothesis in this study which states that entrepreneurial orientation has a significant and positive effect on marketing performance is accepted. This is in line with and supports the findings from previous research conducted by Sudarmadji, C. F., Sidharta, H., & Wiryakusuma (2020), Kazemian, S., Djajadikerta, H. G., Said, J., Roni, S. M., Trireksani, T., & Alam (2021) and Kazemian, S., Djajadikerta, H. G., Trireksani, T., Mohd-Sanusi, Z., & Alam (2022).

Table 11 shows that the P-Value on the relationship between market orientation and marketing performance mediated by organizational agility is 0.088 > 0.05. Thus, the H3 hypothesis in this study which states that market orientation has a significant and positive effect on marketing performance through organizational agility is rejected. This is inconsistent with and contradicts the findings of previous research conducted by Nobakht, M., Hejazi, S. R., Akbari, M., & Sakhdari (2021), Ferreras-Méndez, J. L., Llopis, O., & Alegre (2022), Ghantous, N., & Alnawas (2020) and Aftab, J., Veneziani, M., Sarwar, H., & Ishaq (2022).

Table 11 shows that the t-statistic on the relationship between entrepreneurial orientation and marketing performance mediated by organizational agility is 1.993 > 1.66 or P Value 0.047 <0.05 which indicates that the effect of entrepreneurial orientation on organizational performance through organizational agility is proven to mediate. Thus, the H4 hypothesis in this study which states that entrepreneurial orientation has a significant and positive effect on marketing performance through organizational agility is accepted. This is consistent with and supports the findings from previous research conducted by Ghantous, N., & Alnawas (2020), Nobakht, M., Hejazi, S. R., Akbari, M., & Sakhdari (2021) and Ferreras-Méndez, J. L., Llopis , O., & Alegre (2022).

As a conclusion from the value of path coefficients and specific indirect effect, it can be concluded that the direct effect consists of 2 hypotheses, namely, hypothesis H1 is rejected and H2 is accepted. Then for the indirect effect which also consists of two hypotheses, namely H3 is rejected and H4 is accepted.

This research gives the result that the implementation of market orientation in the administration of Bina Insani University does not have a significant effect on marketing performance. The results which are proven to have no effect indicate that individuals within the Bina Insani University organization may not yet be able to internalize market orientation values. This is inseparable from a thorough understanding of the Vision, Mission, Objectives and Targets of Bina Insani University.

As it is known that the understanding of market orientation is derived from the final part of the Vision, Mission, Objectives and Targets of Bina Insani University. To understand market orientation, each individual must understand customer orientation knowledge, competitor orientation and the ability to coordinate between

functions. The other factors that cause market orientation to have no effect on marketing performance are made possible by the inaccuracy of the marketing strategy used and the lack of optimal implementation of predetermined customer focus-based values.

The education industry and universities in particular have different characteristics from the commercial sector, this is because the market for educational services does not only look at the services provided in the short term, there is a minimum period of time, for example, if you are pursuing an undergraduate equivalent, 4 years is the average time what educational institutions need to maintain their image and what was promised at the outset during the process of marketing an educational service or university. So that this is a challenge for Higher Education, especially Bina Insani University.

Market orientation activities carried out by Bina Insani University such as benchmarking at other universities, the attitude of prioritizing the customer is the main (customer end) and always observing the movements of competitors, are market orientation activities that periodically need evaluation so that continuous improvement can improve dynamic aspects that are outside the organization. Marketing performance as a college backbone in its ability to generate revenue requires a strategy, and this strategy requires knowledge of customers, competitors and individual abilities in coordinating across functions. So that a comprehensive and careful market analysis can support the creation of an effective marketing strategy with optimal results.

This study gives the result that entrepreneurial orientation has a positive effect on marketing performance. Some of the characteristics of an entrepreneur's attitude, namely supporting innovation, and an attitude of daring to take innovation have been developed and become characteristics of the strategic leadership of Bina Insani University. This attitude is also accompanied by always being responsive to problems that occur by finding innovative solutions. Marketing performance will be greatly assisted if the institutions that are the object of marketing provide processes and results that meet the expectations of buyers, in this case parents and students. Optimal marketing is when marketing activities can provide evidence of the image built from a product or service, so that proactive support from top management levels is needed in marketing performance.

Innovation processes in the world of educational services can be a competitive advantage, this can be achieved by using technology approaches such as distance learning and technology-based learning modules or artificial intelligence which will become future learning trends. Universities also need to continue to carry out Continuous Improvement in order to find solutions to any problems that occur as a form of entrepreneurial orientation.

The test results show that organizational agility is proven to be unable to mediate the influence of market orientation on marketing performance. The results which are proven not to mediate indicate that the role of agility has not run optimally. Institutions are very aware that with demands for quality fulfillment through the

Internal Quality Assurance System (SPMI) and the External Quality Assurance System (SPME) with the latest accreditation instruments based on the Independent Accreditation Institute for Economics, Management, Business and Accounting (LAMEMBA) & Independent Accredited Institutions in the Informatics Study Program and Computers (LAM INFOKOM) simultaneously with various aspects of academic and human resources, it will have an impact on the speed of the organization. Organizational agility really requires someone's internal drive to consciously want to give the best contribution by optimizing the shortest possible time and this is a challenge for Bina Insani University.

Organizational agility in the context of market orientation that is unable to mediate is also possible because the majority of respondents or as many as 43% are with 1-5 years of service or have a short time to be able to internalize market value in each activity, with the majority of respondents as many as 51 respondents who filled out a questionnaire are lecturers, and it is feared that lecturers may not be able to directly reflect the value of market orientation in carrying out their duties and responsibilities.

The test results show that organizational agility is able to mediate the effect of entrepreneurial orientation on marketing performance. Top level management needs to pay attention to organizational agility and human resources to support the process and ensure optimal output. This requires several instruments as triggers, one of which is a Key Performance Indicator that is measurable for employees (lecturers, educational staff and support staff). Enforcement of this KPI requires additional attributes in the form of reward and punishment which become a stimulus to be able to further increase individual agility which, when running simultaneously, organizational agility will increase.

Universities as higher education institutions require organizational agility as a form of alignment between market needs and the university's ability to provide what the market needs, so it is hoped that evaluation of individual dexterity will continue to be carried out with reference to national standards of higher education.

D. CONCLUSION

Market orientation has no positive effect on marketing performance. This result is indicated by a P-Value of 0.366 with a path coefficient of 0.093. No effect indicates that individuals within the Bina Insani University organization do not understand market orientation which is inseparable from understanding the Vision, Mission, Goals and Targets of Bina Insani University. Another thing that causes market orientation to have no effect on marketing performance is the inaccuracy of the marketing strategy used and the lack of optimal implementation of defined customer focus-based values. So that a comprehensive and careful market analysis is needed in order to support the formulation and implementation of an effective marketing strategy with optimal results.

Entrepreneurial orientation has a positive effect on marketing performance. This result is indicated by a P-Value of 0.000 with a path coefficient of 0.507. Positive

influence indicates that entrepreneurial attitudes and characteristics need to be developed along with competition in current education services. Some of these attitudes are the courage to take measured risks, the attitude of innovation and finding solutions to every problem in a unique way.

Organizational agility does not mediate the effect of market orientation on marketing performance. These results are shown with a P-Value of 0.088. Organizational agility consists of human resources in it so that various aspects of challenges need to be considered by top level management by distributing job descriptions that are in accordance with the competencies possessed by the HR. Organizational agility is proven to be able to mediate the effect of entrepreneurial orientation on marketing performance. These results indicated a P-Value of 0.047. Organizational agility requires a stimulus so that a person is able to work in accordance with the expectations of the leadership and one of them is the formation of measurable KPIs with a reward and punishment strategy.

ACKNOWLEDGEMENT

The author would like to express his deepest gratitude to all the academic community of the Jakarta Nusantara Business Institute who have given the opportunity to the author to complete his master of management study. Also, a big thank you to all management, lecturers and educational staff at Bina Insani University who have facilitated this research in collecting data as respondents.

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