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Research Article

Competitive Strategy and Information Technology in Mediating Factors Affecting Marketing Performance of Publishing Companies in East Java

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ABSTRACT

Introduction: The publishing industry in Indonesia is experiencing significant challenges in the digital era, with a decline in print-based media sales due to the rise of digital formats. Despite the growing literacy rate and the expansive potential of the digital economy, many publishers struggle to adapt. Understanding the factors that influence marketing performance, including market orientation, entrepreneurial orientation, and the role of social media, is crucial for the survival and competitiveness of publishing businesses.

Objectives: This study aims to analyze the influence of market orientation, entrepreneurial orientation, and social media on competitive strategy and information technology, and to examine their subsequent impact on the marketing performance of publishing companies in East Java.

Methods: This research employs a quantitative explanatory design using Structural Equation Modeling (SEM) with AMOS 26. Data were collected from 143 publishers, members of IKAPI East Java, via an online questionnaire. The classical assumption tests included normality, outlier, and multicollinearity tests, all of which were fulfilled. Confirmatory Factor Analysis (CFA) was applied to validate the measurement model.

Results: The results show that market orientation, entrepreneurial orientation, and social media significantly influence both competitive strategy and information technology. However, none of these three factors have a direct significant effect on marketing performance. Competitive strategy and information technology significantly mediate the relationship between market orientation, entrepreneurial orientation, social media, and marketing performance.

Conclusions: Market orientation, entrepreneurial orientation, and social media indirectly impact marketing performance through competitive strategy and information technology. The findings highlight the need for publishing companies to strengthen their competitive strategies and optimize information technology usage to improve marketing outcomes in the face of digital transformation challenges.

Keywords: market orientation, entrepreneurial orientation, social media, competitive strategy, information technology marketing performance

INTRODUCTION

The publishing industry in Indonesia is growing along with the increasing interest in reading. The publishing industry in Indonesia is also quite unique, because many of these industries are available to various parts of the country. the existence of the publishing industry also plays a major role in advancing education in Indonesia. However, currently the publishing industry is also facing challenges in the era of digitalization, the development of the digital era has also destroyed many printing and publishing businesses, printed books, printed magazines, printed newspapers and several printing-based industries. The widespread use of digital formats replaced the use of paper to become paperless such as digital news subscriptions (e-news), e-books, e-magazines and so on. The development of the digital version has led to a decrease in the turnover of printing, both print media-based and existing printers and publishers, even some of them have gone out of business.

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According to a survey (Nielsen, 2023) , smartphone penetration across Asia has now reached 90%, confirming the changing media consumption and interaction habits in the region. Indonesia and Thailand are the largest consumers of "on-the-go" content, with smartphone viewership reaching 62% and 64% respectively. This is in line with the results of the press release (Coordinating Ministry for Economic Affairs of the Republic of Indonesia, 2024) which explains that Indonesia's digital economy potential in 2025 will reach USD 146 billion and become the largest in Southeast Asia

The success of the publisher's management in managing its various resources is measured through the company's marketing performance, therefore every small business management must understand the elements that can affect the level of company performance, including market orientation. Market-oriented companies always develop a balance between customer orientation and competitor orientation and are supported by adequate coordination between functions. Meanwhile, to create "*customer value*" and *"customer satisfaction*". Unprecedented global competition encourages business people to change their business and marketing strategies to increase competitive advantage (Cravens & Shipp, 1991) . According to (Nugraha, 2024) the uniqueness of the book market in Indonesia, one of the largest market shares is religious and spiritual books (13%), in addition to children's books (23%) and fiction books (13%). In his presentation, he also conveyed the "diversity" of the content of books published in Indonesia, which has the potential to sell licenses.

OBJECTIVES

This study aims to:

1. Examine the influence of market orientation on competitive strategy, information technology, and marketing performance in publishing companies.
2. Analyze the impact of entrepreneurial orientation on competitive strategy, information technology, and marketing performance.
3. Investigate the role of social media in shaping competitive strategy, information technology, and marketing performance.
4. Test the mediating effect of competitive strategy and information technology in the relationship between market orientation, entrepreneurial orientation, social media, and marketing performance among publishing businesses in East Java

METHODS

This study aims to test and analyze the causal relationship between exogenous and endogenous variables, both intervening endogenous and dependent endogenous. This study is a type of *explanatory research*, *confirmatory* research or also called hypothesis research, which explains the influence between variables or the causal relationship between variables through hypothesis testing (Joseph F. Hair, 2007). This study is also called a type of *perception research*, which is a type of research whose data can be obtained through the perceptions given by respondents, through a series of questions that must be answered based on the items available in the questionnaire that the researcher has designed to ask the respondents concerned.

The unit of analysis in this study is the Publisher sector business that is included in the East Java IKAPI membership. The population is publisher entrepreneurs who are included in the IKAPI membership in East Java Province which based on the latest data 2024 amounted to 222 publishers. As for the determination of the sample, the Slovin formula was used and it was determined that 143 respondents were used as samples. Information regarding market orientation, entrepreneurial orientation, competitive strategy, and marketing performance can be obtained through the owners of book publishing companies which are hereinafter referred to as respondents, so this study is also called a type of *perception research*, namely the type of research whose data can be obtained through perceptions given by respondents, through a series of questions that must be answered based on the items available in the questionnaire that has been designed and used as a reference for interviews to respondents.

Instrument testing is carried out using the validity and reliability tests of the research instrument as a whole.

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Therefore, the *Structural Equation Modeling* (SEM) analysis technique was used using the AMOS (*Analysis of Moment Structure*) version 26 program package. The structural equation model or SEM is a set of statistical techniques that allow testing a relatively complex set of relationships simultaneously. *The Structural Equation Model* (SEM) makes it possible to answer research questions that are regressive or dimensional (i.e. measuring what the dimensions of a concept are). The research question used by the researcher here is the identification of the dimensions of a concept or construct and at the same time wants to measure the effect or degree of relationship between factors that have been identified dimensions, then SEM will allow it to do so. SEM is also an integrated approach between factor analysis, structural modeling and path analysis (Uma Sekaran & Roger Bougie, 2010).

RESULTS

The results of descriptive analysis based on the age of the respondents, the researcher provides 4 choices of age categories, out of a total of 143 research respondents, the average age of the highest respondents is at the age of 36-45 years as many as 66 people, in the second highest position is at the age of 26-35 years as many as 46 people, then followed by respondents aged more than 45 years, namely 28 people and the least number of respondents in the 17-25 year age category totaling 3 people.

Table 2 Participants profile

Sex	Man: 53,1%	Woman: 46,9%		
Education	Graduate: 95,1%	High School: 4,9%		
Age	17-25: 2,1%	26-35: 32,2%	36-45: 46,2%	>45: 19,6%

The classical assumptions used in the SEM analysis of this study are first normality, the analysis results show that the measurement indicators are normally distributed considering the *critical ratio of skewness* and kurtosis univariate < 1.96 (H 0 is accepted). The second classical assumption test is the outlier test, the analysis results show that the highest Mahalanobis distance that occurs in observation no. 101 < the value□ $^{2}_{0.05;141}$ (115.674< 169.711); thus there is no indication of a violation of the *outlier* assumption. The third assumption test, namely **Singularity and *Multicollinearity***, shows that the model in this study does not occur *multicollinearity,* so the assumption of the absence of *multicollinearity* and *Singularity* in the research model can be fulfilled.

The measurement model in this study is a *second order* CFA (*confirmatory factor analysis*), where in the first order (*first* order) is to analyze statement items in constructing indicators, and then in the second order (*second* order) is to analyze indicators constructing research latent variables.

Table 5 CFA-measurement model: structural equation model (AMOS SEM) estimates

Variabels	Indicator	Estimation Coefficient Indicator	Description
X_1. Market Orientation	Customer Orientation ($X_{1.1}$)	1,000	Significant
	Competitor Orientation ($X_{1.2}$)	1,388	Significant
	Coordination between Functions ($X_{1.3}$)	1,101	Significant
	Customer learning ($X_{1.4}$)	1,712	Significant
X_2. Entrepreneurial Orientation	Innovation ($X_{2.1}$)	1,000	Significant
	Proactive ($X_{2.2}$)	1,486	Significant
	Courage to take risks ($X_{2.3}$)	,952	Significant
	Managing risk ($X_{2.4}$)	1,149	Significant
X_3. Social Media	Interactive ($X_{3.1}$)	1,000	Significant
	Incentive ($X_{3.2}$)	,948	Significant

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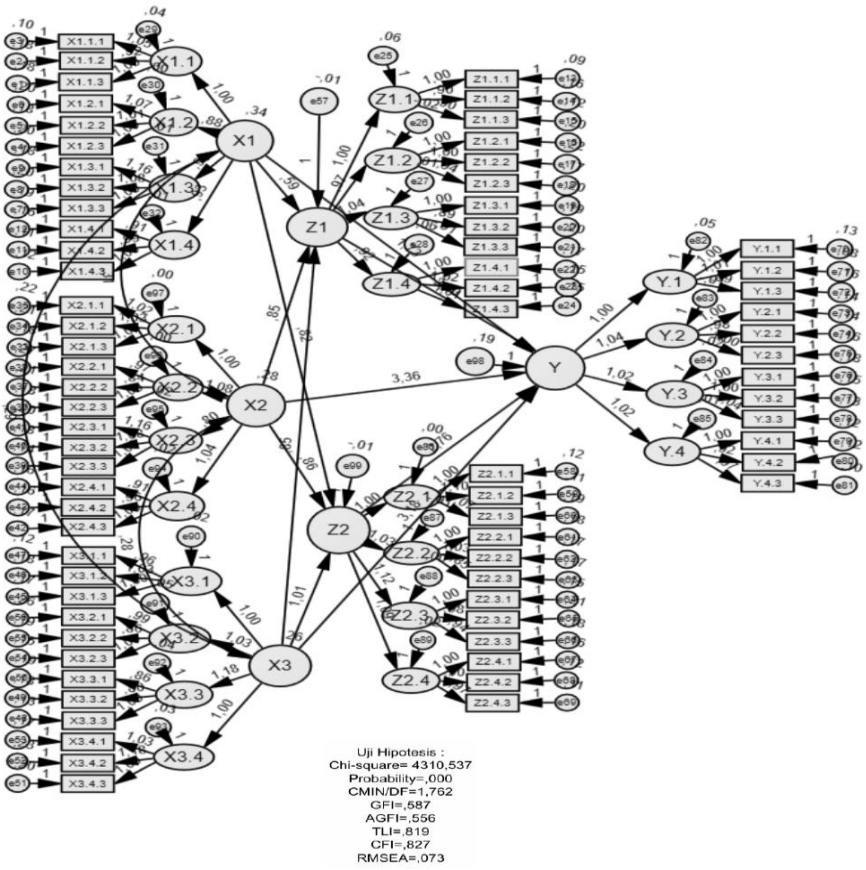
	Dissemination ($X_{3.3}$)	1,348	Significant
	Cost ($X_{3.4}$)	1,349	Significant
Z_1. Competitive Strategy	uniqueness ($Z_{1.1}$)	1,000	Significant
	cost advantage ($Z_{1.2}$)	,887	Significant
	uniqueness focus ($Z_{1.3}$)	,897	Significant
	transferability ($Z_{1.4}$)	1,076	Significant
Z_2. Information Technology	decision-making speed ($Z_{2.1}$)	1,000	Significant
	number of information technology users ($Z_{2.2}$)	1,105	Significant
	operating cost efficiency ($Z_{2.3}$)	1,068	Significant
	interaction with customers ($Z_{2.4}$)	1,373	Significant
Y. Marketing Performance	sales volume ($Y_{.1}$)	1,000	Significant
	sales growth rate ($Y_{.2}$)	1,524	Significant
	customer growth rate ($Y_{.3}$)	1,146	Significant
	marketing efficiency ($Y_{.4}$)	,972	Significant

In this study, testing the mediator effect model used a second order approach. SEM testing is carried out using one stage of analysis. Testing direct effects, indirect effects and total effects using the main model. The structural model is a combination of measurement models, and is referred to as a *full model* or *hybrid model*. The results of the structural model analysis are as follows:



The next stage is to test the structural relationship of the structural model in order to test each research hypothesis path based on SEM output, the SEM structural analysis test results can be described in Table 5.35 below:

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Tabel 5.39 *Regression Weight* Model Struktural (*unstandardized*)

Hipotesis Ke	Pengaruh	CR	*Prob*	Keterangan
1	Market Orientation (X_1) ➔ Competitive Strategy (Z_1)	2,668	0,008	Significant
2	Market Orientation (X_1) ➔ Information Technology (Z_2)	2,902	0,004	Significant
3	Entrepreneurial Orientation (X_2) ➔ Competitive Strategy (Z_1)	3,001	0,003	Significant
4	Entrepreneurial Orientation (X_2) ➔ Information Technology (Z_2)	2,716	0,007	Significant
5	Social Media (X_3) ➔ Competitive Strategy (Z_1)	3,145	0,002	Significant
6	Social Media (X_3) ➔ Information Technology (Z_2)	3,368	0,000	Significant
7	Market Orientation (X_1) ➔ Marketing Performance (Y)	1,008	0,314	Significant
8	Orientasi Wirausaha (X_2) ➔ Marketing Performance (Y)	1,490	0,136	Significant
9	Social Media (X_3) ➔ Marketing Performance (Y)	1,450	0,147	Significant
10	Competitive Strategy (Z_1) ➔ Marketing Performance (Y)	2,010	0,044	Significant
11	Information Technology (Z_2) ➔ Marketing Performance (Y)	1,976	0,048	Significant

Measurement model used category of Absolute Fit Indeks, Incremental Fit Indices, Parcimony Fit Indices :Probability > 0,05, CMIN/DF ≤ 3,00, GFI ≥ 0,90, RMSEA ≤ 0,08, SRMR ≤ 0,08, CFI ≥ 0,95, TLI ≥ 0,95, NFI ≥ 0,90, RFI ≥ 0,90, AGFI ≥ 0,90

Based on the table *Regression Weight* Structural Model, the significance criteria of the influence of these variables are indicated from the C.R> 1.96 value or the probability of C.R≤ 5%. The test results further explain that the effect of exogenous variables X_1, X_2 and X_3 on endogenous variables Z_1 and Z_2, proved to be significantly positive at□ = 5%. As for The effect of exogenous variables X_1, X_2 and X_3 on the endogenous variable Y, proved to have no significant effect at□ = 5%. As for the intervening variables Z_1 and Z_2 on the endogenous variable Y, it is proven to be significantly positive, while for the intervening variable Z_2.

The test results of the 1st hypothesis show that Market Orientation (X_1) has a significant positive effect on Competitive Strategy (Z_1). This is indicated by the C.R value of the structural coefficient of Market Orientation (X_1) on Competitive Strategy (Z_1) of = 2.668 > 1.96; and the probability of C.R = 0.008 <0.05. The results of the 2nd hypothesis test show that Market Orientation (X_1) has a significant positive effect on Information Technology (Z_2), this is indicated by the value of the C.R coefficient of the structural coefficient of Market Orientation (X_1) on Information Technology (Z(2)) of = 2.902> 1.96; and the probability of C.R = 0.004 <0.04. The results of the 3rd hypothesis test show that Entrepreneurial Orientation (X_2) has a significant positive effect on Competitive Strategy (Z_1). This is indicated by the C.R value of the structural coefficient of Entrepreneurial Orientation (X 2) on Competitive Strategy (Z 1) of = 3.001> 1.96; and the probability of C.R = 0.003 <0.05. The results of the 4th hypothesis test show that Entrepreneurial Orientation (X_2) has a significant positive effect on Information Technology (Z (2)), this is indicated by the C.R value of the coefficient of the Entrepreneurial Orientation (X (2)) on

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Information Technology (Z (2))of = 2.716> 1.96; and the probability of C.R = 0.007 <0.05. The results of the 5th hypothesis test show that Social Media (X_3) has a significant positive effect on Competitive Strategy (Z_1) This is indicated by the C.R value of the coefficient of Social Media (X_3) on Competitive Strategy (Z_1) of = 3.145> 1.96; and the probability of C.R = 0.002 <0.05.

The results of the 6th hypothesis test show that Social Media (X_3) has a significant positive effect on Information Technology (Z_2). This is indicated by the C.R value of the structural coefficient of Social Media (X_3) on Information Technology (Z_2) of = 3.368> 1.96; and the probability of C.R = 0.000 < 0.05. The 7th hypothesis test results show that Market Orientation (X_1) has no significant effect on Marketing Performance (Y), this is indicated by the C.R value of the structural coefficient of Market Orientation (X_1) on Marketing Performance (Y)of = 1.008< 1.96; and the probability of C.R = 0.314 > 0.05. The results of the 8th hypothesis test show that Entrepreneurial Orientation (X_2) has no significant effect on Marketing Performance (Y). This is indicated by the C.R value of the strucutral coefficient of Entrepreneurial Orientation (X 2) on Marketing Performance (Y) of = 1.490< 1.96; and the probability of C.R = 0.137> 0.05. The results of the 9th hypothesis test show that Social Media (X_3) has no significant effect on Marketing Performance (Y), this is indicated by the C.R value of the coefficient of Social Media (X_3) on Marketing Performance (Y)of = 1.450< 1.96; and probability C.R = 0.147> 0.05. The 10th hypothesis test results show that Competitive Strategy (Z_1) has a significant positive effect on Marketing Performance (Y), this is indicated by the C.R value of the neutral coefficient of Competitive Strategy (Z 1) on Marketing Performance (Y)of = 2.598> 1.96; and probability C.R = 0.044< 0.05. Hypothesis-11 is accepted. This is indicated by the C.R value of the neutral coefficient of Information Technology (Z_2) on Marketing Performance (Y) of 1.976> 1.96; and the probability of C.R 0.048< 0.05, thus Information Technology (Z_2) has a significant positive effect on Marketing Performance (Y).

The following are the results of the path analysis of the indirect effect of Market Orientation, Entrepreneurial Orientation and Social Media on Marketing Performance through Competitive Strategy and Information Technology:

Tabel 4. *Indirect Effect* Analysis

No	Indirect Path	***Specific Indirect Effect (bias corrected persentile method)***		
		Std Estimate	***P-Value***	**Jenis Mediasi**
1	X1 ➔ Z1 ➔ Y	0,292	0,022	*fully mediation*
2	X2 ➔ Z1 ➔ Y	0,324	0,005	*fully mediation*
3	X3 ➔ Z1 ➔ Y	0,357	0,003	*fully mediation*
4	X1 ➔ Z2 ➔ Y	0,432	0,000	*fully mediation*
5	X2 ➔ Z2 ➔ Y	0,415	0,001	*fully mediation*
6	X3 ➔ Z2 ➔ Y	0,248	0,025	*fully mediation*
Keterangan :		Z1. Strategy		
X1. Market Orientation		Z2. Information Technology		
X2. Orientation		Y. Marketing Performance		
X3. Media				

Based on Table 5.51 *Indirect Effect* Analysis, it can be further explained The results of the indirect effect test X1➔ Z1➔ Y, show a significant effect with a regression coefficient value of 0.292 (positive) and a significance value (*P-Value*) of 0.022 <0.05 (smaller than 5%). Thus, Competitive Strategy significantly mediates the effect of Market Orientation (X1) on Marketing Performance (Y). The test results of the indirect effect of X2➔ Z1➔ Y, show a significant effect with a regression coefficient value of 0.324 (positive) and a significance value (*P-Value*) of 0.005 <0.05 (smaller than 5%). Thus, Competitive Strategy significantly mediates the effect of Entrepreneurial

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Orientation (X2) on Marketing Performance (Y) The results of the indirect effect test X3➔ Z1➔ Y, show a significant effect with a regression coefficient value of 0.357 (positive) and a significance value (*P-Value*) of 0.003 <0.05 (smaller than 5%). Thus, Competitive Strategy significantly mediates the effect of Social Media (X3) on Marketing Performance (Y).

The results of the indirect effect test X1➔ Z2➔ Y, show a significant effect with a regression coefficient value of 0.432 (positive) and a significance value (*P-Value*) of 0.000 <0.05 (less than 5%). Thus, Information Technology significantly mediates the effect of Market Orientation (X1) on Marketing Performance (Y). The test results of the indirect effect of X2➔ Z1➔ Y, show a significant effect with a regression coefficient value of 0.415 (positive) and a significance value (*P-Value*) of 0.001 <0.05 (smaller than 5%). Thus, Information Technology significantly mediates the effect of Entrepreneurial Orientation (X2) on Marketing Performance (Y). The results of the indirect effect test X3➔ Z1➔ Y, show a significant effect with a regression coefficient value of 0.248 (positive) and a significance value (*P-Value*) of 0.025 <0.05 (smaller than 5%). Thus, Information Technology significantly mediates the effect of Social Media (X3) on Marketing Performance (Y).

DISCUSSION

Market Orientation has a significant positive effect on Competitive Strategy and Information Technology, in this case the more companies apply market orientation in their business, the company's competitive strategy and technology utilization will increase. Market-oriented companies understand customer needs, analyze competitors and respond to market changes, this allows them to develop more effective competitive strategies such as product differentiation and cost advantages. market orientation helps companies to maintain competitiveness and improve business performance.

Entrepreneurial Orientation has a significant positive effect on Competitive Strategy and Information Technology. This means that the more entrepreneurial orientation is used as a foundation in implementing its business strategy, the company's competitive strategy and technology utilization will increase significantly. Publishing companies with an entrepreneurial orientation will always pay attention to four important factors including innovation, proactivity, courage to take risks, ability to manage risks. Innovation supports the formation of entrepreneurial orientation. Innovation not only creates new products, but also includes new ways of operating a business, in this case often done such as by interacting with customers and creating added value. Innovation is therefore a key element in supporting successful and sustainable entrepreneurial growth. Entrepreneurial-oriented companies tend to actively seek new solutions, develop products or services and improve business processes.

Social media has a significant positive effect on competitive strategy and information technology, meaning that the higher the utilization of social media can encourage an increase in the company's competitive strategy and technology utilization. The use of social media in business is very important to increase brand awareness, attract customers, and build closer relationships with customers. The more interactive a social media platform is, the more likely users are to participate in discussions, share information and provide feedback. When publishers actively interact with their audience, customer trust and loyalty can increase. This in turn can lead to more effective competitive strategies for publishing companies. Social media will support interactive communication between publishers and their customers. The interactive use of social media allows users to comment, share information, like or react to content, where the users are a community with similar interests. Whether through Facebook, Twitter, Telegram, Instagram or Whatsapp groups.

Competitive Strategy has a significant effect on the Marketing Performance of publishing companies in East Java, meaning that the competitive strategy implemented by publishing companies can improve their marketing performance, Uniqueness is the main indicator that gets the best response in building a publisher's competitive strategy, helping companies to attract and retain customers in the midst of industry competition. On the other hand, excellence in terms of cost or selling price is also a factor that can encourage increased sales, this cost advantage emphasizes that companies must be able to make savings in operational costs, so that cost allocations are more focused on the use of digital media, market research, product development research and market expansion. Information Technology has a significant effect on the Marketing Performance of publishing companies in East Java.

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The results of this test indicate that information technology has an important role in improving marketing performance. The use of information technology encourages companies to make the right strategic business decisions. Fast and precise business decisions are very important to keep up with developments that are also very fast, making decisions based on available information, more effectively adapting to technological changes. Information technology also has an impact on reducing manual work, employees can work faster, more efficiently with sophisticated equipment, access data easily, reduce marketing costs due to social media which is cost-effective compared to conventional methods such as print advertising and so on.

Market orientation has no significant effect on Marketing Performance. This means that if the company implements a strategy based on market orientation where the company seeks to understand all customer needs, observe competitors, coordinate functions within the company and innovate products or services that are more suitable, it does not have a significant impact on Marketing Performance. As for the results of the hypothesis test Market Orientation (X_1) on Competitive Strategy (Z_1) shows a significant effect and hypothesis testing of the effect of Competitive Strategy (Z_1) on Marketing Performance (Y) also has a significant positive effect.

Social media has no significant effect on improving the marketing performance of publisher products. This means that if the company maximizes the use of social media to promote its goods, it has no direct effect on Marketing Performance. Social media can be a platform that helps publishing companies to increase interaction with customers, incentivize company partners and content creators from content commissions, support dissemination or widespread information dissemination and social media promotion costs. This cost aspect plays an important role in the digital world and social media management. Lower costs can be a driving factor for companies, individuals, to actively use social media as a marketing or communication tool.

Entrepreneurial Orientation (X_2) has no significant effect on Marketing Performance. This means that if the company implements a strategy based on Entrepreneurial Orientation, it does not have a significant impact on improving Marketing Performance. This entrepreneurial orientation is that the company positions innovation to be the most important strategy, the company continues to encourage the identification and creation of business opportunities quickly and precisely to further become the basis for encouraging product innovation to create advantages in the market. The publisher also strives to take business risks based on careful calculations and has prepared various plans to anticipate the risks that occur. However, the test results of the direct effect of Entrepreneurial Orientation (X 2) on Marketing Performance have no significant effect.

CONCLUSIONS

Based on the problem formulation, literature review, empirical studies, hypotheses, research results and discussion previously described, the following conclusions can be drawn:

1. Market orientation has a significant effect on the competitive strategy
2. Market orientation has a significant effect on publisher information technology
3. Entrepreneurial Orientation has a significant effect on the competitive strategy
4. Entrepreneurial Orientation has a significant effect on Information Technology
5. Social media has a significant effect on the competitive strategy
6. Social media has a significant effect on publisher information technology
7. Market orientation has a significant effect on the marketing performance
8. Entrepreneurial orientation has a significant effect on the marketing performance
9. Social Media has no significant effect on the Marketing Performance.
10. Competitive strategy has no significant effect on the marketing performance
11. Information technology has no significant effect on the marketing performance
12. The results of the indirect effect test show that Competitive Strategy significantly mediates the effect of Market Orientation, customer orientation and social media on Marketing Performance.

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