

# The Effect of Market Orientation and Sales Forces Innovation on Marketing Performance Through Visit Performance in Pharmaceutical Companies in Jember

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**Abstract:-** This paper purpose to examine the influence of market orientation and sales force innovation toward visit performance and marketin performance in pharmaceutical companies in Jember Regency. The type of research was explanatory research. The population were medical detailers (medical representative) in Jember Regency. The number of samples were 120 salespeople from all Pharmaceutical companies in Jember. The analysis method used SEM analysis. The results show that oriented market affect of significant to visit performance. This shows that the better the market orientation, the higher the visit performance. Force Sales Innovation affect as significant on visit performance. It shows that the better aForce Sales innovation, the higher the visit performance. Market of oriented didn't effect as significant on marketing performance. It shows that the better market orientation does not necessarily improve marketing performance. Force Sales Innovation affect significant on marketing performance. The better the Force Sales innovation, the higher the marketing performance. The visit performance had a significant effect on marketing performance. The better the performance of the visit, the higher the marketing performance.

**Keywords:-** Market Orientation, Sales Force Innovation, Visit Performance And Marketing Performance.

## I. INTRODUCTION

Market orientation is one of the main concepts in the marketing literature, because it refers to the extent to which companies implement marketing concepts. Market orientation is the most effective and efficient organizational culture in creating the behavior needed to produce superior value for buyers, thus superior business performance can continuously be achieved. Market orientation is an organizational perspective that encourages three main aspects namely: (1) customer orientation, (2) competitor orientation, and (3) inter functional. Market-oriented corporate strategies are seen by academics and practitioners as the main pillars to achieve superior company performance in both manufacturing and service companies [1]. Empirical studies aimed at examining the concepts of marketing and market orientation have been carried out more than forty years ago [2].

Empirical research that links market orientation with some performance measurements to form interconnected models is still very rare [3] improve performance and competitive advantage focused on market orientation. That market orientation contributes significantly to increasing a number of company competencies that can drive high performance in the area of cost and success in providing new services. [4]

The higher the market orientation, the higher the marketing performance will be achieved [5]. Marketing performance used measure achievement process activities of marketing from company [6]. Marketing performance is a concept to measure a achievement for products a company. The companies made market orientation for external market needs, demands and determining a succes market and market performance. [7]. Market orientation effect market performance [8]. Market orientation can improve marketing performance. [9]. Different research results found by Harris found that market orientation has no effect on market orientation. [10]. Lengarek (2003) who examined the effect of market orientation on marketing performance [11].The results show there is no strong evidence that companies that do market orientation impact on marketing performance.

Several other studies give different results, namely Jaworski and Kohli using two research samples, with a sample size of 222 Business Strategy Units and 230 managers in the United States. [12] The results of his research both in sample one and in sample two stated that market orientation has no effect on market share. His research conducted by Harris of 241 managers in the United Kingdom, using marketing performance indicators of sales growth, concluded that market orientation had no effect on sales growth as measured subjectively or objectively. [13] Another study conducted also found that market orientation did not have a significant effect on growth and market share.[14] The results of previous research conducted which states that market orientation does not have a significant influence on sales growth and market share [15].

Another factor that influences marketing performance is the innovation of sales forces. Continuous innovation in a company is a fundamental need which in turn will be able to create competitive advantage. Thus innovation is an important function of management because innovation will

determine a superior business performance. Innovation will be increasingly important as a tool for survival, not only growth but also in increasingly intense competition and environmental uncertainty [16]. Innovation is an important function in management, because innovation is related to company performance. The effect of innovation on objective performance as measured by occupancy rates and market share, and objective marketing performance measured using service quality and visit performance [17]. Agarwal et al., study found that innovation has an influence on marketing performance both as measured by an objective approach (occupancy rate and market share) and by a subjective approach (service quality and visit performance) [18]. Subin-Im and Workman also conducted research in relation to innovation and marketing performance, in a study of 106 companies engaged in high technology in the United States found that creativity in product development and new marketing programs had a positive effect on marketing performance [19]. The ability of sales force innovation improved marketing performance [20]. Meanwhile, according to Darroch in his research in the industrial field in New Zeland also found that sales force innovation does not have an effect on performance either measured by financial performance or non-financial performance namely market share and sales growth [21].

Marketing performance is also supported by visit performance. The visit performance is the result of a visit from a sales force. That is because a visit from a sales force affects potential consumers who will buy the product. The more active salespeople carry out sales activities, the performance of visits increases and marketing performance increases later [22].

This condition results in very tight competition among producers in selling their products. Given that this type of ethical drug can only be sold through prescription from a doctor, the intervention of the drug manufacturer to the doctor to help sell the medicine becomes a necessity. As a result, the fabric of cooperation between doctors and pharmaceutical companies raises serious problems that can affect the doctor's decision to prescribe drugs to consumers, the following facts are a strong indication of the existence of the problem. Doctors in carrying out their profession have a variety of binding rules, both in terms of professional ethics, government regulations, as well as standard operating procedures that must be obeyed related to their role as medical personnel in providing services to consumers. But the fact states that doctors as individuals also have knowledge or expertise and sales force innovations that need appreciation and recognition for their expertise. On the other hand the producers view the doctor as a very potential media to be a partner in selling their products. Another challenge faced by the market in the pharmaceutical industry is the uncertainty of the market itself, namely the market demand is too volatile. The demand for drugs is usually urgent and cannot wait for a long time so the availability of drugs in the market is an important thing, and there are government regulations that tend to make the sector a tool for government social policy so that it becomes a burden on drug producers domestic.

## II. LITERATURE REVIEW

### ➤ *The Effect of Market Orientation on Visit Performance*

Market orientation not only makes us understand the needs and desires of customers, but also can provide strong norms for learning from customers and competitors [23]. Commitment to market orientation can produce superior value in the eyes of customers and outstanding performance for the company [24]. The application of market orientation, which is the company's strategy in competition, will influence the performance of the visit. A broad market orientation will increase sales force visits [25]. Based on the description above, the hypotheses proposed include:

H1: Market orientation affects the performance of visits to pharmaceutical companies in Jember Regency.

### ➤ *Effect of Sales Force Innovation on Visit Performance*

Sales force innovation is directly related to consumers in influencing the performance of visits. It's just to have a quality sales force and be able to innovate still little attention is given by the company in managing the sales force. Sales force innovation basically has a life cycle where one day sales will experience a decline which might be due to a sales strategy that no longer matches market conditions [26]. This situation encourages companies to implement the development of new sales force innovations in the company's sales management. Sales force innovation that has high performance in achieving company success. Achieve effective visit performance requires innovation of salespeople who have high levels of performance. [27] Visit performance is controlled by the salesperson's own innovation based on the behavior of the salesperson and the results obtained by the salesperson [28]. Based on the description above, the hypotheses proposed include:

H2: Sales force innovation influences the performance of visits to pharmaceutical companies in Jember Regency.

### ➤ *Market Orientation Towards Marketing Performance*

Several studies have shown that market orientation can improve marketing performance [29]. Those research shows a reality of between market orientation on market performance. This means between market orientation and marketing performance are related to one another. Companies that have a high market orientation will also make marketing performance higher. That is because companies that have a high market orientation will have advantages over other companies [30].

Marketing performance will be higher if market orientation increases [31]. Market orientation influences the performance of marketing [33]. Based on the description above, it is clear that research aimed at examining the effect of market orientation on marketing performance still results in contradictory findings, so the hypotheses proposed include:

H3: Market orientation influences the marketing performance of pharmaceutical companies in Jember Regency.

### ➤ *Sales Force Innovation on Marketing Performance*

Sales force innovation is an important function in management, because innovation is related to marketing performance. More specifically in the relationship between innovation and marketing performance, some researchers have also proven the positive influence of innovation with marketing performance. Sales force innovation and new marketing programs had a positive influence on marketing performance. [34]. This research in industry in New Zealand also found that sales force innovation did not have an effect on performance either measured by financial performance or non-financial performance, namely market share and sales growth [35].

Sales force innovation, orientation to marketing performance [36]. Sales force innovation on marketing performance [37]. Market orientation towards marketing performance and there was an influence of innovation on toward market performance [38]. This hypotheses proposed include:

H4: Sales force innovation effect to marketing performance of pharmaceutical companies at Jember Regency.

### ➤ *Visit Performance on marketing performance*

Marketing performance is also supported by visit performance. visit performance which is the result of a visit from a sales force. That is because a visit from a sales force affects potential consumers who will buy the product. The more active salespeople carry out sales activities, the performance of visits increases and marketing performance increases later [39]. Many sales force visits will improve marketing performance [40]. The hypothesis that can be submitted is:

H5: Visit performance influences marketing performance at Pharmaceutical companies in Jember Regency.

## III. THE PURPOSE

The aim of this research were:

1. To analysis affect market orientation on visit performance to pharmaceutical companies in Jember Regency.
2. To analysis affect sales force innovation on visit performance to pharmaceutical companies in Jember Regency.
3. To analysis affect market orientation on marketing performance in pharmaceutical companies in Jember Regency.
4. To analysis effect of sales force innovation on marketing performance in pharmaceutical companies in Jember Regency.
5. To analysis effect of visit performance on marketing performance in pharmaceutical companies in Jember Regency.

## IV. METHOD

The type of research used explanatory research. The study population were a medical detailers (in Jember Regency). The study population was 120 salespeople from all Pharmaceutical companies in Jember. The sample was chosen by the census method in which all populations became a research sample of 120 people. Exogenous variables in this study consisted of market orientation (X1); innovation sales forces (X2). The intervening variable of this study was visit performance (Y1). The endogenous variable was marketing performance (Y2). The measurement technique used a Likert scale, ordinal measurements. Data analysis method used the analysis of validity and reliability tests, assumptions sem test and analysis of structural equation modeling (SEM)

## V. RESULTS

Evaluation of SEM assumptions is divided into four types, namely: sample size, outlier test, normality test and multicollinearity test. 1) Sample Size, In SEM modeling there are two types of sample sizes that must be met, namely: first, between 100-200 [41]., or second, using a comparison of 30 observations for each estimated parameter. With a total sample of 120 drug detailers, the samples in this study have fulfilled assumptions about the number of samples. 2) Outlier Test Results, Outlier test results in the study appear at Mahalanobis d-squared. To calculate the Mahalanobis distance value based on the value of Chi squares at free degree 12 (number of indicator variables) at the level of  $p < 0.05$  ( $\chi^2_{0.05}$ ) is 21.026 (based on the distribution table  $\chi^2$ ). This research had a Mahalanobis distance greater than 21,026 is a multivariate outlier. Outlier test results in Appendix 7 show that none of the cases has a Mahalanobis distance value greater than 35,132 so it can be concluded that there is no multivariate outlier in the research data. 3) Normality test showed all of them have critical ratio values between -1.96 to +1.96. This proves there is no violation of the SEM normality assumptions in this research data input. 4) Multicollinearity test results showed that the determinant value of the variance-covariance matrix = 0.110. This value is relatively large, and can be used as a measure of indication that there is no multicollinearity between exogenous variables.

Structural Equation Modeling results Based on the method of determining values in the model, the first model testing variables are grouped into exogenous variables and endogenous variables. Exogenous variables are variables whose values are determined outside the model. Endogenous variables are variables whose values are determined through equations or from established relationship models, including exogenous variables, which are market orientation (X1), sales force innovation (X2), and endogenous performance visit (Y1) and detailer marketing performance (Y2) . The SEM model is explained in Figure 1 below.

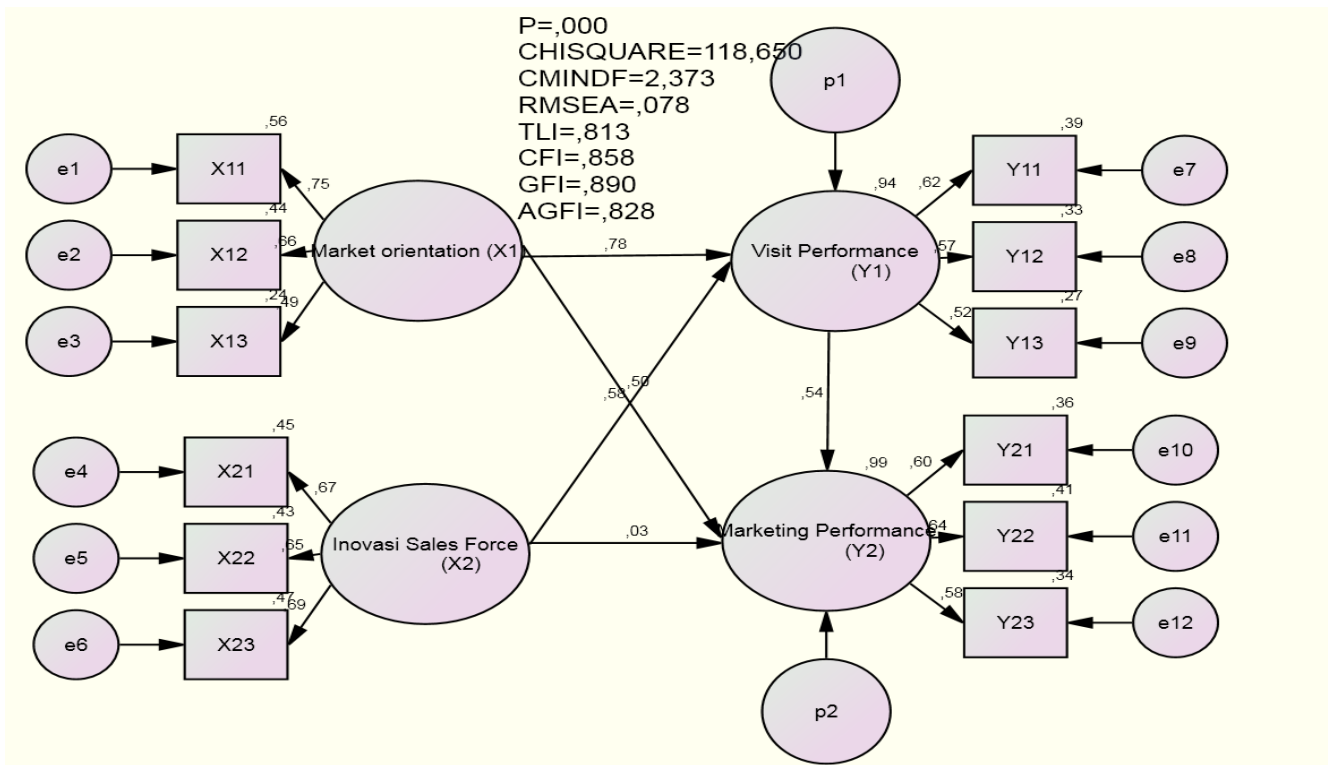


Fig 1 SEM model

The results of the initial model construct test presented at these are evaluated based on goodness of fit indices. Model criteria and their critical values that have data suitability can be seen in the following Table 2.

Goodness of fit Indices	Cutt of value	Result	Note
Chi square	low	118,650	Marginal fit
Significane Probality	≥ 0,05	0,000	Marginal Fit
RMSEA	≤ 0,08	0,078	Goodness Fit
GFI	≥ 0,90	0,890	Marginal Fit
AGFI	≥ 0,90	0,828	Marginal Fit
CMIN/DF	≤ 3,00	2,373	Goodness Fit
TLI	≥ 0,95	0,813	Marginal Fit
CFI	≥ 0,95	0,858	Marginal Fit

Table 1:- Result Goodness of Fit Indices Criteria

Based test of goodness fit indices showed this model is feasible to use by assuming the Parsimony principle meets the criteria because there are already two criteria that fulfill it so that this model is feasible to use. Evaluation of the model shows that of the eight criteria for goodness of fit

indices all meet the criteria and are approaching the recommended critical value. Based on the parsimony principle, the overall model can be said to be in accordance with the data and can be further analyzed.

Variable	Path coefficient	C.R	Probabilities	Note
Market orientation → visit performance	0,779	3,532	0,000	Significant
Sales forces innovation → visit performance	0,577	3,229	0,001	Significant
Market Orientation → Marketing performance	0,501	0,536	0,592	Not Significant
Sales forces innovation → Marketing performance	0,034	3,051	0,010	Significant
Visit performance → Marketing performance	0,544	3,469	0,039	Significant

Table 2:- Path Coefficient and Hypothesis Testing

Based on the results of SEM analysis, the following equation is formed.

$$Y1 = \alpha + 0,779 X1 + 0,577 X2 + e \dots\dots\dots (1)$$

$$Y2 = \alpha + 0.501 X1 + 0.034 X2 + 0.544Y1 + e \dots\dots\dots (2)$$

The first and second hypotheses in this study state that market orientation and sales force innovation significantly influence the marketing performance of drug detailers. This analysis, it turns out that the value of the market orientation path coefficient on the marketing performance of drug detailers is 0.799 with the value of C.R 3.532. This C.R value is smaller than the required critical value of 2. So it can be stated that market orientation has a significant effect on the marketing performance of drug detailers. Whereas the sales force innovation has a path coefficient with a drug detailer marketing performance of 0.577 with a C.R value of 3.229. This C.R value is greater than the required C.R value that is equal to 2. Based on these results it can be concluded that sales force innovation has a significant effect on the marketing performance of drug detailers. This result accepts the first hypothesis which states that market orientation has a significant effect on the marketing performance of drug detailers, and the second hypothesis where sales force innovation has a significant effect on the marketing performance of drug detailers.

The third and fourth hypotheses in this study state that market orientation and sales force innovation have a significant and positive effect on detailer visit performance. Based on Table 4.10 it is known that the path coefficient between market orientation and visit performance is 0.501 with a C.R value of 0.532 less than the required critical value of 2. This shows that market orientation has no significant effect on visit performance. Whereas the sales force innovation variable on visit performance has a path coefficient of 0.034 with a C.R value of 3.051 more than a critical value of 2 as required. These results do not support the third hypothesis and support the fourth hypothesis in this study which states that market orientation and sales force innovation have a significant and positive effect on the performance of drug detailer visits.

The fifth hypothesis in this study states that the visit performance significantly influences the marketing performance of drug detailers. Based on the results of the analysis, it turns out that the path coefficient value of visit performance to the marketing performance of drug detailers is 0.544 with a C.R value of 3.469. This C.R value is greater than the required critical value of 2. It can be concluded that the visit performance significantly influences the marketing performance of drug detailers. These results support (accept) the fifth hypothesis in this study which states that the visit performance significantly and positively influences the marketing performance of drug detailers. Based on the results, it can be concluded that the four hypotheses are proven except the third hypothesis in the study has not been proven to have a significant effect.

## VI. DISCUSSIONS

### ➤ *Effect of Market Orientation on Visit Performance*

The results of the path coefficient show market orientation effects on visit performance. Based on the test results, the first hypothesis which states that market orientation has a significant effect on the performance of visits is proven (accepted). This shows that the better the market orientation, the higher the visit performance. Market orientation can later become a target for drug detailers so that it will lead to better visit performance.

Market orientation which is the basis of the needs and desires of customers, also see how the role of competitors in marketing the drugs to be sold. Market orientation is an orientation which is the company's strategy in competition, which will influence the performance of the visit. This research consistent with Sefnedi broad market prientais will increase sales force visits [41].

Based on the characteristics of respondents showed that the majority of respondents detailing pharmaceutical drug companies in Jember were mostly male and aged 31-40 years. Drug detailers who are generally also educated scholars have good knowledge of the drug market in Jember. Based on the answers of respondents as a whole shows that some respondents have a good perception about the market orientation of pharmaceutical companies. Even though there were those who answered that they were quite in agreement with the market orientation, this was due to the normal assessment of the market orientation of pharmaceutical companies.

Pharmaceutical companies in Jember in an effort to improve the performance of visits include improving market orientation by strengthening the vision and mission where the company must determine the Vision (Goal) of the company, this is done so that the company has clear goals and can easily achieve these goals. Usually the purpose or orientation of this company will be more on wanting to serve the needs or desires of customers (customers) rather than just producing goods or services and then sell it. Pharmaceutical companies can determine the policies that will be carried out or carried out regarding who the prospective buyers (customers), what products will be produced, some of the quantity and others.

There are several steps that must be planned and implemented in a company's marketing process, including Mind Share (Strategic), this is included in a strategy in which there is a process of Segmenting, Targeting and Positioning, segmentation (Mapping) by way of dividing the market based on variables certain variables such as geography, demography, psychology, behavior and even the smallest variables, namely individuals. Targeting is the process of selecting targets and matching market reactions with basic needs, purchasing power and limitations and determining the positioning where pharmaceutical companies place a product into the minds of customers widely, so that it will be embedded in the market mind that pharmaceutical companies are able to provide the best products.

➤ *Effects of Sales Force Innovations on Visit Performance*

The path coefficient test results show that Force Sales innovation has a significant effect on the performance of the visit. Based on the test results, the first hypothesis stating that Force Sales innovation has a significant effect on the performance of visits is proven (accepted). It shows that the better the Force Sales innovation, the higher the visit performance. Market orientation can later become a target for drug detailers so that it will lead to better visit performance.

Sales force innovation is directly related to consumers in influencing the performance of visits. It's just to have a quality sales force and be able to innovate still little attention is given by the company in managing the sales force. Sales force innovation basically has a life cycle where one day sales will experience a decline which might be due to a sales strategy that no longer matches market conditions. [42]

This situation encourages companies to implement the development of new sales force innovations in the company's sales management. Sales force innovation that has high visit performance in achieving company success. These results are in accordance with the research of Surandini stating that to achieve effective visit performance requires innovation of salespeople who have high levels of performance [45]. Visit performance is controlled by the salesperson's own innovation based on salesperson behavior and results obtained by the salesperson.

Based on the characteristics of respondents showed that the majority of respondents detailing pharmaceutical drug companies in Jember were mostly male and aged 31-40 years. Drug detailers who are generally also educated scholars have good knowledge of the drug market in Jember. Based on the answers of respondents as a whole shows that some respondents have a good perception about innovation Force Sales. Although there are those who answered that they quite agree with Force Sales, it is due to the normal assessment of Force Sales.

There are several ways that can be taken to improve sales force innovation, namely by developing sales systems, developing various levels of quality and developing product marketing. Sales force of pharmaceutical companies With sales force innovation, it will add value compared to similar products (product excellence), so that it will increase sales.

➤ *Market Orientation on Marketing Performance*

The results of the path coefficient test indicate that market orientation does not significantly influence marketing performance. Based on the test results, the first hypothesis which states that market orientation has a significant effect on marketing performance is not proven (rejected). It shows that the better market orientation does not necessarily improve marketing performance. Market orientation that cannot be used as a reference will become a target for drug detailers so that it cannot determine marketing performance.

The results of this study are not in accordance with the opinion which explains a high market orientation be a higher performance marketing [43]. The results of this study support Farida's research finding that market orientation has no effect on marketing performance [44].

Based the characteristics of respondents showed that the majority of respondents detailing pharmaceutical drug companies in Jember were mostly male and aged 31-40 years. Drug detailers who are generally also educated scholars have good knowledge of the drug market in Jember. Based on the answers of respondents as a whole shows that some respondents have a good perception about the market orientation of pharmaceutical companies. Even though there were those who answered that they were quite in agreement with the market orientation, this was due to the normal assessment of the market orientation of pharmaceutical companies.

Companies that succeed in controlling the market are referred to as "market drive firms", which are companies that always place customer orientation and competitor orientation in harmony so as to produce better marketing performance. The main dimensions in market orientation are customer orientation and competitor orientation and good inter-functional coordination.

➤ *Sales Force Innovations on Marketing Performance*

The path coefficient test results show that Force Sales innovation has a significant effect on marketing performance. Based on the test results, the first hypothesis stating that Force Sales innovation has a significant effect on marketing performance is proven (accepted). It shows that the better the Force Sales innovation, the higher the marketing performance. Market orientation can later become a target for drug detailers so that it will lead to better marketing performance.

Sales force innovation is an important function in management, because innovation is related to marketing performance. The results in accordance with the opinion of Subin-Im and Workman found that sales force innovation and new marketing programs have a positive influence on marketing performance [45]. In addition, this study supports Darroch's 8 research finding that sales force innovation does not have an effect on performance either measured by financial performance or non-financial performance, namely market share and sales growth [46]. This research is also in accordance found that market orientation towards marketing performance and there is influence of innovation on marketing performance [47]. Found that sales force innovation, orientation towards marketing performance.

➤ *Visit performance on marketing performance*

The path coefficient test results show that the visit performance significantly influences marketing performance. Based on the test results, the first hypothesis which states that the performance of visits has a significant effect on marketing performance is proven (accepted). It shows that the better the performance of the visit, the higher the marketing performance. Market orientation can later

become a target for drug detailers so that it will lead to better marketing performance.

Marketing performance is also supported by visit performance. visit performance which is the result of a visit from a sales force. That is because a visit from a sales force affects potential consumers who will buy the product. The results of this study are in accordance with Ines et.al found that the more active salespeople do sales activities, the performance of visits increases and marketing performance increases later [51]. This is also consistent with the research of Mutlasi showing that more sales force visits will improve marketing performance. [48]

## VII. CONCLUSION

From this analysis the conclusions are explained as follows. 1) Market orientation has a significant effect on the performance of visits, 2) Force Sales Innovation has a significant effect on visit performance, 3) Market orientation has no significant effect on marketing performance. It shows that the better market orientation does not necessarily improve marketing performance, 4) force Sales Innovation has a significant effect on marketing performance. The better the Force Sales innovation, the higher the marketing performance, 5) the performance of the visit has a significant effect on marketing performance.

Suggestions that can be submitted in this research are 1) For pharmaceutical manufacturers, pharmaceutical companies should maintain their existing market orientation. For producers, they must always observe developments so they can meet market needs. Sales force innovation is carried out optimally and attractively. Based on variations in market orientation assessment, it is very possible for producers to perform stimuli that can increase consumer loyalty, this is also supported by a positive influence between market orientation on visit performance and marketing performance in this study, 2) For future researchers, the variables used in the study should be added as other variables that make up marketing performance so that research results will be obtained accurately and as desired.

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