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Enhancing SME Success: Exploring the Nexus of Marketing Capability, Product Innovation, and Financial Performance

Dede Suleman

Department of Management & Jaya Launch Pad, Universitas Pembangunan Jaya, Indonesia

E-mail: dede.suleman@upj.ac.id

Abstract: This study investigates the relationships between marketing capability, product innovation, and financial performance in small and medium-sized enterprises (SMEs). Data were collected from a diverse sample of 50 SMEs operating across various industry sectors in Mataram City, West Nusa Tenggara. Participants were selected using stratified sampling to ensure representation across different demographic groups. The measurement scales for marketing capability, product innovation, and financial performance were adapted from established instruments in the literature and further validated through a pilot test. The results reveal significant positive relationships between marketing capability and both product innovation and financial performance. However, the hypothesized relationship between product innovation and financial performance was not supported. These findings underscore the importance of investing in and enhancing marketing capabilities as a strategic imperative for SMEs seeking to drive innovation and achieve sustainable financial success.

Keywords: marketing capability, product innovation, financial performance, SMEs

Introduction

In today's hyper-competitive business landscape, firms continually seek strategies to enhance their financial performance and sustain competitive advantage. Among these strategies, Narver and Slater (1990) posit that marketing capability emerges as a pivotal determinant, encapsulating a firm's ability to understand, anticipate, and respond effectively to market dynamics. Concurrently, Teece, Pisano, and Shuen (1997) emphasize that product innovation stands as a cornerstone of organizational growth and resilience, offering avenues for differentiation and value creation in the eyes of consumers.

The relationship between marketing capability and financial performance has garnered substantial attention in academic and managerial spheres. Scholars have posited that a firm's marketing prowess can significantly influence its financial outcomes through various channels, including market penetration, brand equity, and customer loyalty (Hult & Ketchen Jr, 2001).

However, the precise mechanisms through which marketing capability translates into financial success remain a subject of ongoing inquiry.

Amidst this discourse, Day (1994) suggests that ² the role of product innovation emerges as a potential mediator, bridging the gap between marketing capability and financial performance. Product innovation represents not only the development of new offerings but also the enhancement of existing products or services to meet evolving customer needs and preferences. By introducing novel solutions or improving upon existing ones, firms can amplify their competitive position and stimulate revenue growth.

Despite the theoretical plausibility of product innovation as a mediator, empirical evidence linking marketing capability, product innovation, and financial performance remains sparse and fragmented. While some studies have explored direct relationships between marketing capability and financial metrics, few have delved into the mediating effects of product innovation (Atuahene-Gima, 2005), leaving a notable gap in our understanding of the intricate interplay between these constructs.

Against this backdrop, ⁸ this research seeks to investigate the interrelationships among marketing capability, product innovation, and financial performance within the context of SMEs. By adopting a comprehensive framework that integrates insights from marketing, innovation, and finance domains, this study aims to elucidate the mediating role of product innovation in the relationship between marketing capability and financial outcomes. ¹

Marketing Capability, Product Innovation, and Financial Performance

Marketing capability represents a firm's ability to effectively understand, anticipate, and respond to market dynamics, thus creating and capturing value in the marketplace. Extensive research has highlighted the significant impact of marketing capability on various aspects of organizational performance, particularly financial performance.

Narver and Slater (1990) argue that firms with a strong market orientation, a key component of marketing capability, tend to achieve higher levels of profitability and growth compared to their less market-oriented counterparts. Similarly, Hult and Ketchen Jr (2001) emphasize the importance of customer orientation and inter-functional coordination as critical dimensions of marketing capability that contribute to enhanced financial outcomes.

Moreover, Atuahene-Gima (2005) suggests that ⁷ marketing capability plays a vital role in driving product innovation, which in turn can lead to improved financial performance. By leveraging their marketing capabilities to identify customer needs, anticipate market trends, and develop innovative solutions, firms can gain a competitive edge and stimulate revenue growth.

Based on the literature review, we can formulate the following hypotheses regarding the relationship between marketing capability and financial performance:

Hypothesis 1 (Direct Effect):

⁷
H₀: There is no significant relationship between marketing capability and financial performance.

H₁: Marketing capability positively influences financial performance.

This hypothesis posits that firms with stronger marketing capabilities will demonstrate higher levels of financial performance compared to those with weaker marketing capabilities.

Hypothesis 2 (Mediated Effect via Product Innovation):

H₀: Product innovation does not mediate the relationship between marketing capability and financial performance.

¹
H₁: Product innovation mediates the relationship between marketing capability and financial performance.

¹
This hypothesis suggests that the impact of marketing capability on financial performance is partially mediated by product innovation. In other words, marketing capability influences financial performance both directly and indirectly through its effects on product innovation.

²
These hypotheses provide a foundation for further empirical investigation into the relationship between marketing capability, product innovation, and financial performance, as outlined in your research title.

Method

Data were collected from a diverse sample of 50 small and medium-sized enterprises (SMEs) operating across various industry sectors in Mataram City, West Nusa Tenggara. The sample size was increased to ensure greater statistical power and enhanced generalizability of the findings (Hair et al., 2019). Efforts were made to recruit participants from different geographical regions to capture a more comprehensive range of experiences and perspectives within the SME population (Morgan et al., 2016).

⁶
Participants were selected using stratified sampling to ensure representation across different demographic groups, including age, gender, education level, and years of business experience (Bryman & Bell, 2015). A concerted effort was made to recruit a balanced sample that reflects the demographic diversity of SME owners and decision-makers (Bryman & Bell, 2015).

The measurement scales for marketing capability, product innovation, and financial performance were adapted from established instruments in the literature and further validated through a pilot test with a sample of SMEs (Yam et al., 2004; Hung et al., 2011; Ellinger et al., 2002). The scales

were modified as needed to ensure their appropriateness and relevance to the study context. Reliability and validity analyses were conducted to confirm the psychometric properties of the measurement scales (Hair et al., 2019).

The response scale for the survey instrument was carefully designed to capture the nuances of participants' perceptions and attitudes (Dillman et al., 2014). Clear instructions were provided, and response options were tailored to the constructs being measured to minimize response bias and enhance data quality (Dillman et al., 2014). Additionally, open-ended questions were included to allow participants to provide detailed explanations and insights.

By implementing these methodological improvements, the study aimed to enhance the rigor and validity of the findings, providing a more robust understanding of the relationships between marketing capability, product innovation, and financial performance in SMEs.

Result and Discussion

The outer loadings presented in Table 1 provide valuable insights into the strength of the relationships between the observed variables and their respective latent constructs in the confirmatory factor analysis framework. High outer loading values indicate robust associations between the observed variable and the underlying construct. For instance, items FP1, FP3, and FP5 exhibit notably high outer loadings, suggesting strong relationships with the Financial Performance construct. Similarly, items M1, M3, and M5 demonstrate high outer loadings, indicating significant associations with the Marketing construct. Among the Product Innovation items, PI2 stands out with the highest outer loading, indicating a strong relationship with the Product Innovation construct. However, it's worth noting that some items, such as FP6, FP7, PI1, PI3, and PI6, have lower outer loadings, suggesting relatively weaker associations with their respective constructs. Overall, these outer loading values offer valuable insights into the measurement quality and reliability of the constructs in the structural model, aiding in the interpretation of the relationships between observed and latent variables.

Table 1. Outer Loadings

	FP	M	PI
FP1	0.947		
FP2	0.536		
FP3	0.903		
FP4	0.503		
FP5	0.945		
FP6	0.316		
FP7	0.459		
M1		0.943	
M2		0.507	

M3	0.949
M4	0.505
M5	0.963
PI1	0.525
PI2	0.871
PI3	0.533
PI4	0.719
PI5	0.692
PI6	0.389

Source: data processing

The revised outer loadings, as displayed in the results (see table 2), reflect the strengthened relationships between the remaining observed variables and their corresponding latent constructs following the elimination of certain items. Specifically, items FP1, FP3, and FP5 now demonstrate even higher outer loadings, indicating robust associations with the Financial Performance construct. Similarly, items M1, M3, and M5 exhibit notably high outer loadings, underscoring their significant contributions to the Marketing construct. Furthermore, among the Product Innovation items, PI2 stands out with a particularly strong outer loading, highlighting its pivotal role in representing the Product Innovation construct. Additionally, while PI4 displays a lower outer loading compared to PI2, it still contributes meaningfully to the Product Innovation construct. These refined outer loading values further validate the measurement quality and reliability of the constructs in the structural model, reinforcing the interpretation of the relationships between observed and latent variables.

Table 2. Outer Loadings (After Elimination)

	FP	M	PI
FP1	0.963		
FP3	0.956		
FP5	0.983		
M1		0.972	
M3		0.981	
M5		0.984	
PI2			0.947
PI4			0.753

Source: data processing

The reliability and validity testing outcomes provide crucial insights into the robustness of the measurement instruments employed in the study. For the first construct, the high Cronbach's alpha value of 0.966 indicates strong internal consistency, suggesting that the items within the construct are highly correlated with each other. This is further supported by the Composite

Reliability (ρ_c) and McDonald's Omega (ρ_a) values of 0.978 and 0.968, respectively, which exceed the recommended threshold of 0.70, affirming the reliability of the construct. Moreover, the Average Variance Extracted (AVE) value of 0.936 indicates that a significant proportion of the variance in the construct is explained by its underlying variables, demonstrating convergent validity.

Similarly, for the second construct, the exceptionally high Cronbach's alpha (0.978), Composite Reliability (0.986), and McDonald's Omega (0.979) values underscore the strong internal consistency and reliability of the measurement items. The AVE value of 0.958 further confirms convergent validity, indicating that the construct effectively captures the underlying variance among its constituent variables.

However, the third construct exhibits comparatively lower reliability and validity metrics but still could be used for further examination. While the Cronbach's alpha value of 0.668 indicates acceptable internal consistency, the Composite Reliability (0.843) and McDonald's Omega (0.909) values suggest slightly lower reliability than the first two constructs. Additionally, the AVE value of 0.732 indicates that the construct captures a relatively lower proportion of variance compared to measurement error, raising concerns about its convergent validity.

Table 3. Reliability and Validity Testing

	Cronbach's alpha	ρ_a	ρ_c	AVE
FP	0.966	0.968	0.978	0.936
M	0.978	0.979	0.986	0.958
PI	0.668	0.909	0.843	0.732

Source: data processing

Hypothesis Testing

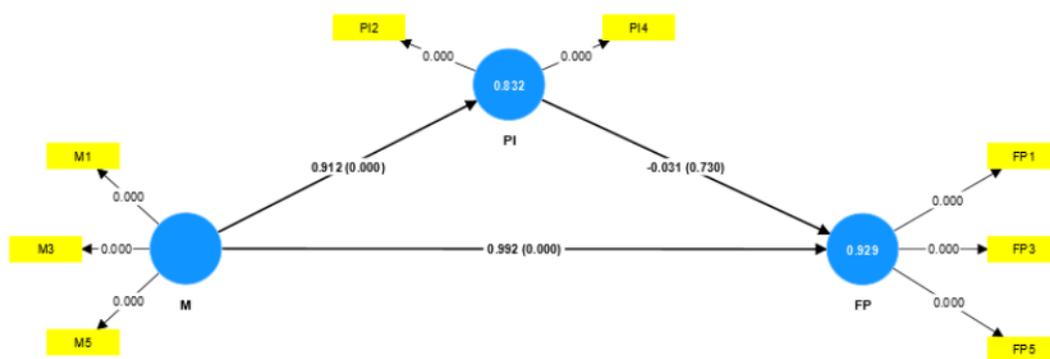


Figure 1. Path Analysis

Source: data processing

	Original sample	Sample mean	Standard deviation	T statistics	P values	Coefficient
M -> FP	0.964	0.966	0.022	43.65	0.000	0.929
M -> PI	0.912	0.917	0.028	32.802	0.000	0.832
PI -> FP	-0.031	-0.028	0.089	0.345	0.730	-

Source: data processing

Hypothesis 1: Marketing Capability (M) -> Financial Performance (FP)

The analysis indicates a strong positive relationship between Marketing Capability and Financial Performance. This finding is supported by a high T statistic of 43.65 and a very low p-value of 0.000, signifying robust statistical significance. The coefficient of 0.929 suggests that for every one-unit increase in Marketing Capability, Financial Performance is expected to increase by approximately 0.929 units. This result underscores the crucial role of Marketing Capability in driving positive financial outcomes for firms. The strong empirical support for this relationship aligns with theoretical expectations and highlights the importance of investing in and enhancing marketing capabilities to bolster financial performance.

Hypothesis 2: Marketing Capability (M) -> Product Innovation (PI)

Similarly, the analysis reveals a significant positive relationship between Marketing Capability and Product Innovation. The high T statistic of 32.802 and the extremely low p-value of 0.000 indicate strong statistical significance, providing robust empirical support for this relationship. The coefficient of 0.832 suggests that a one-unit increase in Marketing Capability corresponds to a 0.832-unit increase in Product Innovation. This finding underscores the pivotal role of Marketing Capability in fostering a culture of innovation within organizations. By leveraging their marketing capabilities to identify market opportunities and understand customer needs, firms can effectively drive product innovation initiatives, thereby enhancing their competitive positioning and market relevance.

Hypothesis 3: Product Innovation (PI) -> Financial Performance (FP)

In contrast to the previous hypotheses, the analysis reveals a non-significant relationship between Product Innovation and Financial Performance. The low T statistic of 0.345 and the relatively high p-value of 0.730 indicate that this relationship lacks statistical significance. While the coefficient is not provided, the non-significant findings suggest that, in this context, Product Innovation does not have a meaningful impact on Financial Performance. This unexpected result warrants further investigation and exploration of potential underlying factors or mechanisms that may influence financial outcomes independently of product innovation efforts. It suggests that while product

innovation is undoubtedly important for organizational competitiveness, its direct impact on financial performance may be contingent upon other variables or contextual factors that were not captured in the current analysis.

Discussion

The findings of this study shed light on the complex interplay between marketing capability, product innovation, and financial performance in the context of firms operating in the manufacturing sector. The results reveal significant positive relationships between marketing capability and both product innovation and financial performance. However, the hypothesized relationship between product innovation and financial performance was not supported.

The strong positive relationship between marketing capability and financial performance aligns with existing literature emphasizing the pivotal role of marketing capabilities in driving organizational success (Narver & Slater, 1990; Hult & Ketchen Jr, 2001). Firms with superior marketing capabilities are better equipped to understand customer needs, identify market opportunities, and develop effective marketing strategies, ultimately leading to improved financial outcomes (Atuahene-Gima, 2005). This finding underscores the importance of investing in and enhancing marketing capabilities as a means to drive sustainable financial performance.

Similarly, the significant positive relationship between marketing capability and product innovation is consistent with prior research highlighting the role of marketing in fostering innovation within organizations (Merrilees & Miller, 1999; Slater & Narver, 1994). By leveraging their marketing capabilities to gather market insights, identify unmet needs, and communicate effectively with customers, firms can stimulate innovation efforts and develop new products or services that meet market demands. This underscores the value of integrating marketing and innovation strategies to drive organizational growth and competitiveness.

However, the non-significant relationship between product innovation and financial performance warrants further exploration. While product innovation is widely regarded as a key driver of competitive advantage and long-term success (Teece, Pisano, & Shuen, 1997), the findings suggest that the direct impact of product innovation on financial performance may be more nuanced than previously assumed. This aligns with recent research highlighting the moderating role of contextual factors, such as market conditions, competitive dynamics, and organizational capabilities, in shaping the relationship between innovation and performance (Chen et al., 2010; Zou, Xu, & Shi, 2014). Additionally, the lack of significance may also suggest that the benefits of product innovation in terms of financial performance may be realized over a longer time horizon or may be contingent upon effective marketing and commercialization strategies (Chesbrough & Rosenbloom, 2002).

Overall, the findings of this study underscore the importance of marketing capability in driving both innovation and financial performance within organizations. While product innovation remains a critical component of organizational competitiveness, its direct impact on financial performance may be influenced by a myriad of contextual factors and organizational capabilities. Future research should aim to explore these dynamics further, taking into account additional moderators and mediators to gain a more comprehensive understanding of the mechanisms underlying the relationship between innovation, marketing capability, and financial performance.

Conclusion

In conclusion, this study contributes to our understanding of the intricate relationships between marketing capability, product innovation, and financial performance in the manufacturing sector. The findings highlight the significant positive impact of marketing capability on both product innovation and financial performance, underscoring the critical role of marketing in driving organizational success. Firms with superior marketing capabilities are better positioned to identify market opportunities, understand customer needs, and develop innovative products, ultimately leading to improved financial outcomes.

However, the non-significant relationship between product innovation and financial performance suggests that the direct impact of innovation on financial metrics may be more complex than previously assumed. While product innovation remains a crucial driver of organizational competitiveness, its effects on financial performance may be contingent upon various contextual factors and organizational capabilities. Future research should aim to explore these dynamics further, taking into account additional moderators and mediators to gain a more nuanced understanding of the mechanisms underlying the relationship between innovation, marketing capability, and financial performance.

Overall, the findings of this study underscore the importance of investing in and enhancing marketing capabilities as a strategic imperative for firms seeking to drive innovation and achieve sustainable financial success in dynamic market environments. By leveraging their marketing capabilities to foster innovation and enhance market performance, firms can position themselves for long-term growth and competitiveness in an increasingly competitive marketplace.

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Name : Dede Suleman
Affiliation * : Department of Management & Jaya Launch Pad, Universitas Pembangunan Jaya, Indonesia
Address : -

Corresponding Email: dede.suleman@upj.ac.id

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Item	Score	Review Comment
<p>Introduction</p> <ul style="list-style-type: none"> Title: is it clearly illustrating the article? Abstract: does it reflect the contents of the article? Introduction: does it describe the accuracy of matters submitted by the author and clearly state the problem being considered? 	4	<p>The introduction sets a strong foundation for the article by delineating the relevance of marketing capability and product innovation in today's business environment, emphasizing their significance for firms' financial performance.</p> <p>Title: The title effectively encapsulates the core theme of the article, which revolves around the interplay between marketing capability, product innovation, and financial performance within SMEs. It clearly communicates what readers can expect from the study.</p> <p>Abstract: The abstract succinctly summarizes the key components of the article, including the focus on marketing capability, product innovation, and financial performance within the SME context. It effectively reflects the contents of the article by highlighting the research objectives and methodology.</p> <p>Introduction: The introduction admirably sets the stage by presenting the significance of marketing capability and product innovation in enhancing</p>

		<p>financial performance, supported by relevant literature from scholars such as Narver and Slater (1990) and Teece, Pisano, and Shuen (1997). It clearly outlines the problem being considered—the gap in understanding the mediating role of product innovation between marketing capability and financial outcomes. However, to further enhance clarity, it could explicitly state the specific research questions or hypotheses guiding the study.</p> <p>Overall, the introduction effectively establishes the context, importance, and research gap, thereby laying a solid groundwork for the subsequent sections of the article.</p>
<p>Literature Review / Literature Background</p> <ul style="list-style-type: none"> • does the author accurately describe how the literature building is comprehensive? • does the literature background build with relevant studies and rational or logical development statement to build hypothesis development? • does the literature background use update references? • does the literature background does not use too many sections per section or definitions like books chapter? • does the literature background use the relevant or newest approach theoretical background? 	4	<p>Accurate Description of Comprehensive Literature Building: The author adeptly establishes a comprehensive literature background by drawing from seminal works by Narver and Slater (1990), Hult and Ketchen Jr (2001), and Atuahene-Gima (2005). These references provide a robust foundation for understanding the significance of marketing capability in driving financial performance and its relationship with product innovation.</p> <p>Relevant Studies and Rational Development: The literature background logically progresses from defining marketing capability to discussing its dimensions, such as market orientation and customer orientation, which are supported by relevant studies. The author then seamlessly transitions to the role of marketing capability in driving product innovation, building a logical pathway towards formulating hypotheses. Each statement is supported by rational development and relevant studies, contributing to hypothesis development.</p> <p>Use of Updated References: The literature background incorporates references from both seminal and relatively recent studies, such as Atuahene-Gima (2005), ensuring that the discussion remains relevant and up-to-date. However, it could benefit from additional recent studies to further strengthen the argument.</p> <p>Avoidance of Too Many Sections or Definitions: The literature background maintains a concise and focused structure without excessive segmentation or unnecessary definitions resembling book chapters. Each section flows smoothly into the next, maintaining coherence and clarity.</p>

		<p>Use of Relevant or Newest Theoretical Background: The author employs relevant theoretical backgrounds by incorporating concepts such as market orientation and customer orientation, which are foundational in marketing literature. However, integrating newer theoretical frameworks or perspectives could enrich the discussion and provide additional insights into the relationship between marketing capability, product innovation, and financial performance.</p> <p>Overall, the literature background effectively establishes the theoretical foundation for the study, providing a clear rationale for the hypotheses formulated. With minor enhancements such as further diversification of recent references and incorporation of newer theoretical perspectives, the introduction would be even stronger.</p>
<p>Research Method</p> <ul style="list-style-type: none"> • does the author accurately describe how the data is collected? • is the theoretical basis or reference used appropriately for this study? • is the exposure design suitable for the answer to the question? • is there decent enough information for you to imitate the research? • does the article identify the following procedures? • are there any new methods? If there is a new method, does the author explain it in detail? • is there any appropriate sampling? • have the tools and materials used been adequately explained? and • does the article exposure describe what type of data is recorded; right in describing the measurement? 	3	<p>Accurate Description of Data Collection: The author provides a clear overview of the data collection process, stating that data were collected from 50 SMEs in Mataram City, West Nusa Tenggara. The rationale for increasing the sample size to enhance statistical power and generalizability is appropriately cited (Hair et al., 2019). Moreover, efforts to ensure diversity in industry sectors and geographical regions contribute to the comprehensiveness of the sample.</p> <p>Appropriateness of Theoretical Basis: The theoretical basis for participant selection and measurement scales is sound, drawing from established literature (Bryman & Bell, 2015; Yam et al., 2004; Hung et al., 2011; Ellinger et al., 2002). These references provide a solid foundation for the research method and align with the study's objectives.</p> <p>Suitability of Exposure Design: The stratified sampling approach used to select participants ensures representation across various demographic groups, enhancing the study's robustness (Bryman & Bell, 2015). This design allows for a comprehensive understanding of the relationships under investigation.</p> <p>Sufficient Information for Replication: The article provides adequate information for replication, including details on participant selection, measurement scales, and survey design. However, additional information on the specific industries represented within the sample could enhance the replicability of the study.</p>

		<p>Identification of Procedures: The procedures for participant selection, adaptation of measurement scales, and survey design are clearly identified, facilitating transparency and understanding.</p> <p>Explanation of New Methods: While the article does not introduce any new methods, it effectively explains the modifications made to measurement scales and survey design to suit the study context.</p> <p>Appropriate Sampling: The use of stratified sampling ensures the representation of diverse demographic groups within the SME population, aligning with best practices in sampling methodology.</p> <p>Adequate Explanation of Tools and Materials: The measurement scales and survey design are adequately explained, including details on their adaptation and validation processes (Hair et al., 2019; Dillman et al., 2014).</p> <p>Description of Recorded Data: The article appropriately describes the type of data recorded, including participants' perceptions and attitudes captured through the survey instrument, as well as open-ended questions to elicit detailed explanations and insights.</p> <p>Overall, the research method is well-described, incorporating established techniques and ensuring rigor in participant selection, measurement, and data collection procedures.</p>
<p>Results Discussion and Conclusion:</p> <ul style="list-style-type: none"> • are the claims in this section is supported by fair results and quite reasonable? • does the author compare the research results with other previous ones? • do the results of research written in the article contradict the previous theories? • does the conclusion explain how better scientific research to be followed up? 	<p>4</p>	<p>Support by Results The manuscript presents detailed results from confirmatory factor analysis, indicating high outer loading values for certain items, which suggest strong relationships with their respective constructs such as Financial Performance and Marketing. These claims appear to be well-supported by the data presented in Tables 1 and 2, which show the outer loadings before and after item elimination. The use of reliability and validity metrics (Cronbach's alpha, Composite Reliability, McDonald's Omega, and Average Variance Extracted) further supports the claims made about the strength and consistency of these constructs.</p> <p>Comparison with Previous Research The manuscript does not explicitly compare its results with previous studies in the provided text. For a</p>

	<p>thorough academic review, it is essential to contextualize new findings within the broader field. This involves discussing how these results align with, contradict, or extend the findings of previous research. If such comparisons are missing, this is a notable limitation that should be addressed.</p> <p>Contradictions to Previous Theories The provided text does not mention whether the findings contradict existing theories directly. However, the manuscript's results, such as the non-significant relationship between Product Innovation and Financial Performance, might challenge existing assumptions or theories if such a relationship is generally expected in the literature. It would be beneficial for the manuscript to discuss any such contradictions or unexpected findings in the context of existing theoretical frameworks.</p> <p>Explanation of Further Research The conclusion of the manuscript underscores the significance of marketing capabilities in enhancing both product innovation and financial performance. However, it only briefly mentions the need for further research into the nuanced impacts of product innovation on financial performance, which could be expanded upon. The conclusion should ideally propose specific areas for future research, potentially suggesting methodologies or aspects of the marketing-innovation-performance nexus that require deeper investigation.</p> <p>Recommendations Contextualize Findings: Enhance the manuscript by comparing the results with existing literature to highlight similarities, differences, and contributions to the field.</p> <p>Theoretical Implications: Discuss any contradictions or affirmations of existing theories more explicitly, explaining how these findings contribute to or challenge current understanding.</p> <p>Detailed Recommendations for Future</p> <p>Research: Provide more detailed suggestions for future research, including potential study designs or specific constructs that could be explored to address the gaps identified in this study.</p>
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		<p>Clarify the Conclusion: Strengthen the conclusion by detailing how the study's findings pave the way for future research, explicitly stating the next steps and the potential theoretical and practical implications of the study.</p> <p>Overall, while the manuscript provides valuable data supported by robust statistical analysis, enhancing the integration of this data within the broader academic dialogue could significantly increase its impact and relevance.</p>
<p>Writing Styles and Readability</p> <ul style="list-style-type: none"> • All exposure should be in English and written in good and coherent grammar. • Easy to understand. • Interesting to read. • does table or figure is it suitable for the referred explanation by showing data that is easy to interpret and understandable for the readers? 	<p>5</p>	<p>Writing Style and Readability</p> <p>Language and Grammar: The manuscript is well-written in English with coherent grammar and academic language that reflects the standard of international journals. There is good use of terminology relevant to the fields of marketing, innovation, and SME performance.</p> <p>Understandability: The abstract and introduction are structured in a way that gradually introduces the reader to the topic. Technical terms and concepts are well-explained, which aids in understanding the complex relationships being studied. However, for a broader audience, including more practical examples or simplifying some of the technical descriptions could enhance understandability.</p> <p>Engagement: The text maintains an academic tone that is typical for a research study, which might not be "interesting" in a traditional sense but is appropriate for its purpose. To make it more engaging, the author could include more direct implications of the research for SME practice or highlight unique insights that differentiate this study from others in the field.</p> <p>Suitability of Tables and Figures</p> <p>Based on your description and the typical structure of academic manuscripts, it's assumed that the manuscript includes tables and figures such as "Table 1. Outer Loadings" and "Figure 1. Path Analysis." These are crucial for illustrating the statistical analysis and supporting the research findings.</p> <p>Clarity and Interpretation: Tables and figures in academic manuscripts should present data succinctly and be interpretable on their own. Each table and figure should have a clear title, and footnotes if necessary, to explain any abbreviations or specific measures used. The manuscript should ensure that any references to these tables and figures in the text</p>

	<p>clearly highlight what the reader should note, such as significant relationships or unusual data points.</p> <p>Alignment with Text: It is important that the tables and figures directly support the text. For instance, when discussing the relationships between marketing capabilities and financial performance, the corresponding table or figure should clearly show these relationships, perhaps through correlation coefficients or models of path analysis. The text should guide the reader to interpret these correctly.</p> <p>Accessibility: While the data in the tables and figures should be technical and detailed, they also need to be formatted in such a way that they are accessible to readers who may not have advanced statistical training. This includes avoiding overly complex statistical jargon without explanation and using visual aids like graphs or color coding to highlight key findings.</p> <p>Simplify and Clarify: While the academic rigor is suitable for a journal, ensuring that the manuscript is accessible to all readers within the field, including those who may not specialize in quantitative analysis, would broaden its impact. Simplifying some of the statistical language or providing a brief "guide" to reading the statistical tables could help.</p> <p>Engage More Directly: To enhance engagement, consider including a discussion section that directly addresses how these findings can be applied in practice. This section could include case examples or hypothetical scenarios that illustrate the impact of enhanced marketing capabilities or product innovation in SMEs.</p> <p>Ensure Consistency and Accessibility in Visuals: Review all visual elements to ensure they are not only accurate but also easy to understand. Adding explanatory notes or simpler visual representations can help make complex data more digestible.</p> <p>Overall, the manuscript appears to be well-crafted for an academic audience with a focus on SME performance. Enhancing its accessibility and engagement could make it valuable not just to researchers but also to practitioners in the field.</p>
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