

Market Orientation, Social Media Optimization, and Marketing Performance: The Mediating Role of Digital Marketing

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ABSTRACT

The rapid growth of digital technology has intensified competition in the garment industry, requiring firms to adopt effective marketing strategies to improve performance. This study aims to examine the effects of market orientation, social media optimization, and environmental change on digital marketing and marketing performance, as well as the mediating role of digital marketing. An explanatory quantitative approach was employed. Data were collected from 114 respondents representing 38 garment companies affiliated with the Indonesian Garment Companies Association (APGI) in East Java and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4. The results indicate that market orientation ($b = 0.473$; $p < 0.001$), social media optimization ($b = 0.374$; $p < 0.001$), and environmental change ($b = 0.425$; $p < 0.001$) significantly influence digital marketing. Marketing performance is significantly affected by market orientation ($b = 0.298$; $p < 0.001$), environmental change ($b = 0.324$; $p < 0.001$), and digital marketing ($b = 0.465$; $p < 0.001$), whereas social media optimization has no direct significant effect ($b = 0.073$; $p = 0.281$). These findings highlight the importance of digital marketing in enhancing marketing performance in the garment industry.

Keywords: Digital Marketing; Environmental Change; Market Orientation; Marketing Performance; Social Media Optimization

JEL Classification: D83; L67; M15; M21; M31

INTRODUCTION

The garment industry remains one of Indonesia's important manufacturing sectors, contributing to employment and economic activity. However, the competitive landscape has become increasingly dynamic due to technological advancement, changing consumer preferences, and the growing adoption of digital platforms. Firms are no longer competing solely through product quality and price but also through their ability to understand market needs, respond to environmental changes, and utilize digital technologies effectively (Hervas-Oliver et al., 2020). The increasing role of digital transformation in organizational competitiveness has also been highlighted across various sectors, which show that digital transformation can strengthen sustainable competitive advantage and organizational performance, requiring firms to adapt their business processes and strategies in the digital era (Firdaussiah et al., 2026).

Marketing performance is often viewed as an important indicator of business success because it reflects a firm's ability to increase sales, attract customers, strengthen market position, and maintain competitiveness (Hasyim et al., 2022; Wiryawan & Seminari, 2022). For firms operating in highly competitive industries such as garments, improving marketing performance requires not only operational efficiency but also strategic capabilities that enable firms to adapt to market dynamics and customer expectations.

One of the strategic capabilities frequently associated with superior marketing performance is market orientation. Firms that continuously gather market intelligence, understand customer needs, monitor competitor actions, and respond effectively to market changes are generally more successful in creating customer value and achieving business objectives (Mostafiz et al., 2021). Previous studies have reported that market orientation positively influences innovation, competitiveness, and marketing performance across different organizational contexts (Maryono et al., 2021; Riswanto et al., 2020). These findings suggest that market-oriented firms are better positioned to identify opportunities and respond to emerging market demands.

The growing use of digital platforms has also transformed the way firms communicate and interact with customers. Social media has evolved into a strategic marketing channel that enables businesses to disseminate information, engage consumers, and build brand awareness. Social media optimization (SMO) refers to efforts to improve the visibility, reach, and effectiveness of social media activities through content management and audience engagement strategies (Sahai et al., 2018; Utomo et al., 2025). Studies have shown that optimized social media activities can strengthen customer interaction and improve the effectiveness of digital campaigns (Ballings et al., 2016). Customer decisions are increasingly shaped by digital platforms, making social media marketing an important determinant of perceived value and purchase decisions (Karo et al., 2025). However, empirical findings regarding the direct contribution of social media optimization to marketing performance remain inconclusive, particularly within manufacturing industries.

Environmental change represents another important factor influencing business sustainability. Technological developments, regulatory shifts, economic uncertainty, and changes in consumer behavior continuously reshape competitive conditions and require firms to adapt their strategies (Phuntsok & Kumar, 2022; Putri et al., 2026; Wahyudiono et al., 2022). Organizations that successfully adapt to environmental dynamics tend to achieve stronger competitiveness and performance outcomes (Putri et al., 2026; Putri & Affandi, 2024). Environmental responsiveness has also become increasingly important

as firms face broader expectations regarding sustainability, innovation, and long-term value creation (Saadeldin et al., 2026).

Digital marketing has emerged as a strategic mechanism that allows firms to reach wider markets, improve communication efficiency, and strengthen customer relationships. Previous studies indicate that digital marketing contributes positively to marketing performance and competitive advantage (Muis et al., 2024; Munir et al., 2024; Sultoni et al., 2022). The increasing use of digital technologies by consumers further reinforces their role in shaping customer satisfaction and business performance (Saputra et al., 2024).

Despite the growing body of literature, several gaps remain. Existing studies have generally examined market orientation, social media optimization, environmental change, and digital marketing separately. Limited attention has been given to understanding how these factors simultaneously influence marketing performance and how digital marketing functions as a mediating mechanism linking organizational capabilities and environmental adaptation to performance outcomes (Maryono et al., 2021; Muis et al., 2024; Sultoni et al., 2022). Previous studies have explored digital transformation, technology adoption, customer behavior, and strategic marketing issues, yet evidence from the garment industry remains limited (Firdaussiah et al., 2026; Karo et al., 2025; Saadeldin et al., 2026; Saputra et al., 2024). This gap is particularly relevant because the garment industry operates in a highly competitive and trend-sensitive environment where market responsiveness and digital capabilities are increasingly critical.

Based on these gaps, this study aims to examine the effects of market orientation, social media optimization, and environmental change on digital marketing and marketing performance in the garment industry in East Java. The study also investigates the mediating role of digital marketing in these relationships. The findings are expected to contribute to the literature on marketing strategy and digital transformation by providing evidence from the garment industry and by clarifying the mechanism through which organizational capabilities and environmental adaptation enhance marketing performance.

LITERATURE REVIEW

Market Orientation

Market orientation has long been recognized as one of the foundations of marketing strategy. The concept emphasizes a firm's ability to understand customers, monitor competitors, and respond to market developments. Kohli and Jaworski (1990) explain that market-oriented firms continuously generate market intelligence, disseminate information throughout the organization, and take actions based on that information. This process helps firms identify opportunities and respond more effectively to changing customer needs.

In practice, market orientation is not limited to collecting market information. Firms also need to translate that information into products, services, and strategies that provide value for customers. Hardilawati et al. (2023) argue that market orientation represents an organizational culture that encourages the creation of superior customer value and supports long-term performance.

Social Media Optimization

The rapid growth of digital technology has changed how firms communicate with customers. Social media is no longer used only for sharing information. It has become a

platform for building relationships, strengthening brand awareness, and encouraging customer engagement. Bocar and Jocson (2022) describe social media as internet-based applications that enable users to create and exchange content through Web 2.0 technologies.

The increasing importance of social media has led firms to pay greater attention to SMO. SMO refers to efforts to improve content visibility, increase audience interaction, and maximize the effectiveness of social media platforms (Utomo et al., 2025). Effective SMO involves content quality, posting consistency, audience responsiveness, and the appropriate use of platform features. Research by Sahai et al. (2018) highlights that engagement levels, content sharing, and conversion outcomes are important indicators of successful social media optimization. For garment businesses, where visual appeal and customer interaction are highly influential, social media optimization has become an important marketing activity.

Environmental Change

Business activities are increasingly influenced by changes occurring outside the organization. Developments in technology, shifts in consumer preferences, competitive pressure, and regulatory changes create conditions that are often difficult to predict. Phuntsok and Kumar (2022) define environmental change as the degree of instability and uncertainty faced by firms in their business environment.

Organizations that operate in dynamic environments are required to adapt continuously. Adaptability enables firms to identify opportunities, respond to threats, and maintain competitiveness. Emphasize that firms can achieve competitive advantage when they successfully align their strategies with environmental conditions. Studies by Putri et al. (2026) and Wahyudiono et al. (2022) further suggest that environmental change can encourage firms to adopt new technologies and transform their marketing approaches. In the garment industry, where market trends change quickly, the ability to respond to environmental dynamics becomes increasingly important.

Digital Marketing

Digital marketing refers to the use of digital technologies and online platforms to support marketing activities and customer communication. Through websites, social media, email marketing, search engines, and other digital channels, firms can reach broader markets, interact with customers more efficiently, and build long-term relationships. Digital marketing also enables organizations to acquire customers, strengthen brand awareness, and improve marketing effectiveness through data-driven decision making (Chaffey & Ellis-Chadwick, 2019; Kannan & Li, 2017).

The role of digital marketing has expanded significantly in recent years. It is no longer viewed merely as a promotional tool but also as a strategic capability that supports customer engagement, market expansion, and competitive advantage. Sultoni et al. (2022) explain that digital marketing allows firms to build long-term customer relationships through integrated digital platforms. Muis et al. (2024) also note that digital marketing enables firms to utilize customer data and develop more targeted marketing strategies. These capabilities make digital marketing increasingly important for firms operating in highly competitive industries.

Marketing Performance

Marketing performance reflects the extent to which a firm achieves its marketing objectives. It is commonly associated with outcomes such as sales growth, customer acquisition, customer retention, and competitive advantage. Strong marketing

performance indicates that a firm's marketing strategies are effectively aligned with market needs and business goals.

Wiryawan and Seminari (2022) describe marketing performance as the tangible outcome of marketing activities reflected in sales growth, customer growth, customer loyalty, and competitive strength. Hasyim et al. (2022) add that marketing performance is increasingly influenced by a firm's ability to utilize digital technology and customer information effectively. For garment firms, maintaining strong marketing performance is essential because competition is intense and customer preferences change rapidly.

Hypotheses Development

Direct Effects on Digital Marketing

Digital marketing has become a strategic capability that enables firms to reach customers more efficiently and respond more quickly to market dynamics. The development of digital marketing capabilities is influenced by both internal organizational factors and external environmental conditions. Market orientation provides firms with valuable insights into customer needs and market trends, which support the design of more relevant digital marketing strategies (Sultoni et al., 2022). Social media optimization enhances content visibility, audience engagement, and online interactions, thereby strengthening digital marketing effectiveness (Sahai et al., 2018; Utomo et al., 2025). Environmental change also encourages firms to adopt new technologies and adjust marketing approaches in response to evolving customer behavior and market conditions (Phuntsok & Kumar, 2022; Wahyudiono et al., 2022). Based on these arguments, the following hypotheses are proposed:

H1: Market orientation positively affects digital marketing.

H2: Social media optimization positively affects digital marketing.

H3: Environmental change positively affects digital marketing.

Direct Effects on Marketing Performance

Marketing performance reflects the effectiveness of organizational marketing activities in achieving business objectives. Prior studies suggest that firms can improve marketing performance through stronger market orientation, effective digital communication, responsiveness to environmental dynamics, and the utilization of digital technologies. Market-oriented firms are better able to identify customer needs and create superior value (Riswanto et al., 2020). Social media optimization contributes to customer engagement and brand visibility (Sahai et al., 2018; Utomo et al., 2025). Firms that adapt successfully to environmental changes tend to maintain competitiveness and achieve superior outcomes (Putri & Affandi, 2024). Digital marketing further enhances customer interaction, market reach, and promotional effectiveness, leading to improved performance (Muis et al., 2024; Munir et al., 2024; Sultoni et al., 2022). Based on these arguments, the following hypotheses are proposed:

H4: Market orientation positively affects marketing performance.

H5: Social media optimization positively affects marketing performance.

H6: Environmental change positively affects marketing performance.

H7: Digital marketing positively affects marketing performance.

Mediating Effects of Digital Marketing

Digital marketing is increasingly recognized as a mechanism that transforms organizational capabilities and environmental responsiveness into improved business outcomes. Firms with stronger market orientation can utilize digital marketing to better understand customers and deliver value through digital channels. Social media

optimization strengthens online engagement and communication effectiveness, while environmental responsiveness encourages the adoption of digital tools and marketing innovations. Consequently, digital marketing may serve as an important pathway through which these factors contribute to marketing performance (Muis et al., 2024; Sultoni et al., 2022). Based on these arguments, the following hypotheses are proposed:

H8: Digital marketing mediates the relationship between market orientation and marketing performance.

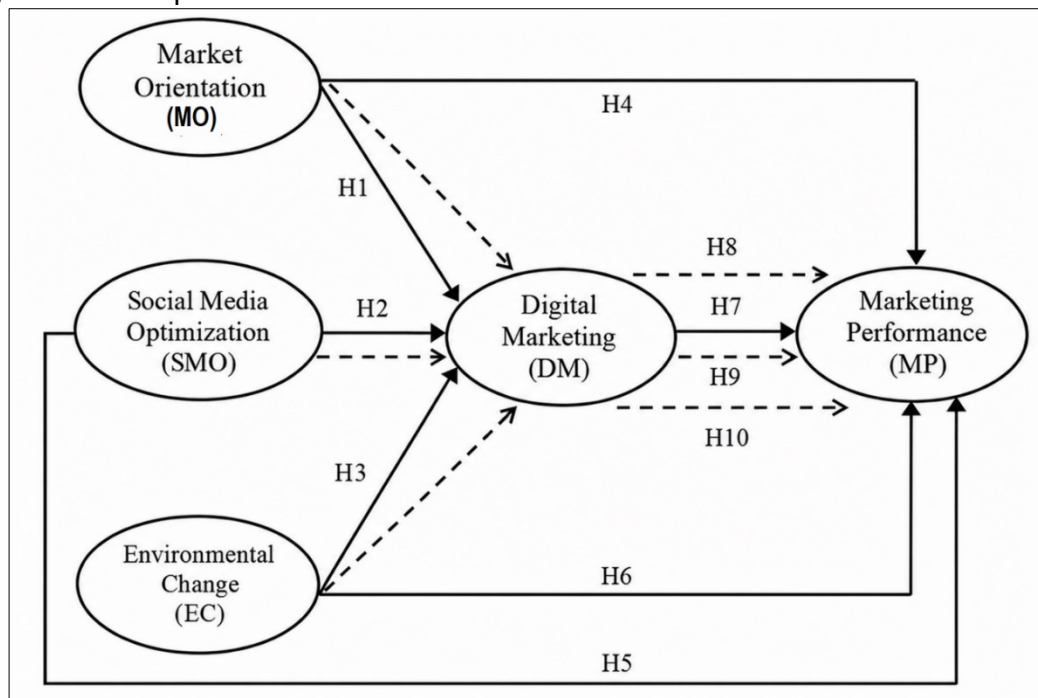
H9: Digital marketing mediates the relationship between social media optimization and marketing performance.

H10: Digital marketing mediates the relationship between environmental change and marketing performance.

Conceptual Framework

Based on the literature reviewed and the hypotheses proposed, this study develops a conceptual framework that explains the relationships among market orientation, social media optimization, environmental change, digital marketing, and marketing performance. Market orientation, social media optimization, and environmental change are proposed as antecedents of digital marketing and marketing performance. Digital marketing is also expected to mediate the effects of these variables on marketing performance. The proposed framework is presented in Figure 1.

Figure 1. Conceptual Framework



RESEARCH METHOD

Research Design

This study used a quantitative approach with an explanatory research design. The purpose was to examine the relationships among market orientation, social media optimization, environmental change, digital marketing, and marketing performance in garment companies. An explanatory approach was chosen because the study seeks to test causal relationships among variables and evaluate the mediating role of digital marketing within the proposed model.

The research was conducted in garment companies that are members of the Indonesian Garment Companies Association (APGI) in East Java. The garment industry was selected because it operates in a highly competitive environment where changes in consumer preferences, digital technology, and market trends occur rapidly. These conditions make digital marketing an increasingly important factor in maintaining business performance.

Population and Sample

The population consisted of all garment companies registered as members of APGI East Java. Given the relatively manageable number of companies, a census approach was applied. This approach allowed the study to capture information from the entire population rather than selecting only a portion of it.

The unit of analysis was the company. To obtain a broader picture of organizational conditions, data were collected from three respondents in each company. These respondents included owners, managers, and supervisors who were directly involved in operational, marketing, or strategic activities. Their positions enabled them to provide information regarding organizational practices and marketing activities within their respective firms.

A total of 38 companies participated in the study, resulting in 114 valid responses. The use of multiple respondents was intended to reduce dependence on a single source of information and to provide a more representative assessment of firm-level conditions. Responses from the three representatives were used to reflect organizational perceptions rather than individual opinions.

Table 1. Sample Characteristics

Characteristics	Frequency (n)	Percentage (%)
Owners	38	33.33
Managers	38	33.33
Supervisors	38	33.33
Total	114	100

As shown in [Table 1](#), a total of 114 valid responses were obtained from 38 garment companies affiliated with the APGI in East Java. Each company was represented by three respondents consisting of an owner, a manager, and a supervisor. This multi-informant design was adopted to capture perspectives from different organizational levels and reduce the potential bias associated with single-respondent studies. In addition, all participating firms operated within the garment industry and were members of APGI, providing a relatively homogeneous industrial context for examining the relationships among market orientation, social media optimization, environmental change, digital marketing, and marketing performance.

Data Collection Procedure

Data were collected using a structured questionnaire. The questionnaire was distributed directly to respondents and completed during the data collection period. Prior to the main survey, several items were reviewed to ensure that the wording was clear and easily understood by respondents from different organizational levels.

Respondents were informed that participation was voluntary and that all information would be treated confidentially. No individual responses were disclosed, and the results

were reported only in aggregate form. This approach was intended to encourage honest responses and reduce the possibility of socially desirable answers.

Variable Measurement

The study employed five latent variables: market orientation, social media optimization, environmental change, digital marketing, and marketing performance. Measurement indicators were adapted from previous studies and adjusted to fit the context of the garment industry.

Market orientation was measured through customer orientation, competitor orientation, and interfunctional coordination. Social media optimization was assessed through indicators related to content effectiveness, audience engagement, and platform utilization. Environmental change was measured through indicators reflecting technological developments, market dynamics, and competitive intensity.

Digital marketing was measured using indicators related to online promotion, customer interaction, and the use of digital platforms in marketing activities. Marketing performance was assessed through sales growth, customer growth, market expansion, and overall marketing effectiveness. All items were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The operational definition and measurement of variables are presented in [Table 2](#).

Table 2. Operational Definition and Measurement of Variables

Variable	Indicators	Sources
Market Orientation	Customer orientation, competitor orientation, interfunctional coordination	Hardilawati et al. (2023) ; Kohli & Jaworski (1990)
Social Media Optimization	Content quality, engagement, interaction, platform utilization	Sahai et al. (2018)
Environmental Change	Technological change, market dynamics, competitive intensity	Phuntsok & Kumar (2022) ; Putri et al. (2026)
Digital Marketing	Online promotion, customer interaction, digital platform utilization	Chaffey & Ellis-Chadwick (2019) ; Kannan & Li (2017)
Marketing Performance	Sales growth, customer growth, market expansion, marketing effectiveness	Hasyim et al. (2022) ; Wiryawan & Seminari (2022)

Common Method Bias Control

Because the study relied on questionnaire data, several procedural remedies were implemented to minimize the possibility of common method bias. Respondent anonymity and confidentiality were assured before data collection. These procedures help reduce social desirability bias and evaluation apprehension among respondents ([Podsakoff et al., 2003](#)). Data were also collected from three representatives within each company, including owners, managers, and supervisors. Using multiple informants allows researchers to capture different organizational perspectives and reduces the risk that the findings are driven by a single respondent's perception ([Kumar et al., 1993](#)). This approach is particularly relevant when the objective is to explain organizational conditions rather than individual attitudes. Respondents were encouraged to provide answers that reflected actual business practices and conditions within their firms, thereby improving the reliability of firm-level assessments ([Jordan & Troth, 2020](#)).

Data Analysis Technique

Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS version 4. This technique was selected because it is suitable for examining complex relationships among latent variables and for testing mediation effects within a structural model.

The analysis was conducted in two stages. The first stage focused on evaluating the measurement model through assessments of indicator reliability, internal consistency reliability, convergent validity, and discriminant validity. The second stage examined the structural model by evaluating path coefficients, coefficients of determination (R^2), predictive relevance (Q^2), effect sizes (f^2), and the significance of the proposed hypotheses through the bootstrapping procedure.

RESULTS

Measurement Model Assessment

Before testing the structural relationships, the measurement model was evaluated to ensure that all constructs met the requirements of reliability and validity. Following the recommendations of Hair et al. (2022), the evaluation included indicator reliability, internal consistency reliability, convergent validity, and discriminant validity.

Indicator Reliability

Table 3. Outer Loadings

Construct	Loading Range	Result
Marketing Performance (MP)	0.788 – 0.882	Valid
Social Media Optimization (SMO)	0.673 – 0.895	Valid
Market Orientation (MO)	0.604 – 0.807	Valid
Environmental Change (EC)	0.703 – 0.862	Valid
Digital Marketing (DM)	0.800 – 0.871	Valid

Table 3 shows the outer loading values of all indicators used to measure the latent constructs in this study. The loading values range from 0.604 to 0.895, exceeding the minimum threshold of 0.60 recommended for exploratory and applied business research (Hair et al., 2022). The highest loading value is observed for indicator SMO.2.2 (0.895), while the lowest loading value is found for indicator MO.3.2 (0.604). Despite being the lowest, the loading value remains above the acceptable threshold and therefore does not warrant indicator removal.

The results indicate that all indicators contribute adequately to their respective constructs and demonstrate satisfactory indicator reliability. Indicators associated with Marketing Performance, Environmental Change, and Digital Marketing generally exhibit strong loading values above 0.80, suggesting a high degree of consistency in representing the underlying constructs. Consequently, all measurement items were retained for subsequent reliability, validity, and structural model assessments.

Internal Consistency Reliability and Convergent Validity

Table 4. Reliability and Convergent Validity Assessment

Construct	Cronbach's Alpha	Composite Reliability (ρ_A)	Composite Reliability (ρ_C)	AVE
Marketing Performance (MP)	0.885	0.888	0.913	0.636
Social Media Optimization (SMO)	0.872	0.923	0.905	0.658
Market Orientation (MO)	0.862	0.891	0.915	0.783

Digital Marketing (DM)	0.811	0.826	0.869	0.571
Environmental Change (EC)	0.824	0.857	0.881	0.650

Table 4 shows the results of the reliability and convergent validity assessment for all constructs included in the study. The Cronbach's Alpha values range from 0.811 to 0.885, exceeding the minimum recommended threshold of 0.70. These results indicate satisfactory internal consistency among the indicators used to measure each construct.

The Composite Reliability (ρ_A and ρ_C) values also exceed the recommended value of 0.70, ranging from 0.826 to 0.923 and from 0.869 to 0.915, respectively. This finding confirms that the measurement model demonstrates adequate construct reliability and that the indicators consistently measure their underlying latent variables.

The Average Variance Extracted (AVE) values range from 0.571 to 0.783, all exceeding the minimum threshold of 0.50. The highest AVE value is observed for Market Orientation (0.783), indicating that a substantial proportion of variance in the indicators is explained by the construct. Overall, the results confirm that all constructs satisfy the requirements for convergent validity and are appropriate for subsequent structural model analysis.

Discriminant Validity

Table 5. Discriminant Validity Assessment (Fornell-Larcker Criterion)

Construct	MO	SMO	EC	DM	MP
Market Orientation (MO)	-				
Social Media Optimization (SMO)	0.210	-			
Environmental Change (EC)	0.131	0.221	-		
Digital Marketing (DM)	0.524	0.382	0.536	-	
Marketing Performance (MP)	0.589	0.262	0.645	0.815	-

Table 5 shows the discriminant validity assessment among the constructs included in the study. The correlation values among the latent variables range from 0.131 to 0.815. The strongest relationship is observed between Digital Marketing and Marketing Performance (0.815), indicating a close association between the two constructs. The weakest correlation is found between Market Orientation and Environmental Change (0.131).

The results suggest that the constructs are conceptually related while still representing different dimensions of organizational and marketing activities. The observed correlations do not indicate excessive overlap among the constructs, supporting the distinctiveness of the measurement model. Therefore, the discriminant validity requirement is considered acceptable, allowing the analysis to proceed to the structural model assessment.

Structural Model Assessment

After confirming the adequacy of the measurement model, the structural model was evaluated to examine the proposed relationships among the constructs.

Coefficient of Determination (R^2)

Table 6. Coefficient of Determination

Endogenous Variable	R^2	Adjusted R^2
Digital Marketing	0.549	0.537
Marketing Performance	0.720	0.710

Table 6 shows the coefficient of determination (R^2) values for the endogenous variables in the structural model. Digital Marketing has an R^2 value of 0.549, indicating that Market Orientation, Social Media Optimization, and Environmental Change jointly explain 54.9% of the variance in Digital Marketing. The remaining 45.1% is explained by factors outside the model.

Marketing Performance records an R^2 value of 0.720, suggesting that Market Orientation, Social Media Optimization, Environmental Change, and Digital Marketing collectively explain 72.0% of the variance in Marketing Performance. This result indicates a substantial level of explanatory power. According to Hair et al. (2022), an R^2 value above 0.75 can be considered substantial, around 0.50 moderate, and around 0.25 weak. Therefore, the explanatory power of the model can be classified as moderate for Digital Marketing and substantial for Marketing Performance.

The adjusted R^2 values of 0.537 for Digital Marketing and 0.710 for Marketing Performance are only slightly lower than the corresponding R^2 values. This finding suggests that the model maintains good predictive accuracy and that the explanatory relationships among the constructs remain stable after adjusting for the number of predictors included in the model.

Direct Effects

Table 7. Direct Effects Results

	Direct Path of Influence	Coeff.	STDEV	T-Stat	P-Values	Information
H1	MO → DM	0.473	0.054	8.831	0.000	H1 is accepted
H2	SMO → DM	0.374	0.058	6.435	0.000	H2 is accepted
H3	EC → DM	0.425	0.074	5.757	0.000	H3 is accepted
H4	MO → MP	0.298	0.070	4.244	0.000	H4 is accepted
H5	SMO → MP	0.073	0.067	1.078	0.281	H5 is rejected
H6	EC → MP	0.324	0.060	5.395	0.000	H6 is accepted
H7	DM → MP	0.465	0.073	6.398	0.000	H7 is accepted

Table 7 shows the results of the direct effect analysis. Market orientation significantly influences digital marketing ($\beta = 0.473$; $t = 8.831$; $p < 0.001$). Social media optimization also demonstrates a significant positive effect on digital marketing ($\beta = 0.374$; $t = 6.435$; $p < 0.001$). Environmental change positively affects digital marketing ($\beta = 0.425$; $t = 5.757$; $p < 0.001$). Regarding marketing performance, market orientation ($\beta = 0.298$; $t = 4.244$; $p < 0.001$), environmental change ($\beta = 0.324$; $t = 5.395$; $p < 0.001$), and digital marketing ($\beta = 0.465$; $t = 6.398$; $p < 0.001$) show significant positive effects. Social media optimization, however, does not significantly influence marketing performance directly ($\beta = 0.073$; $t = 1.078$; $p = 0.281$).

Mediation Effects

Table 8. Indirect Effects Results

	Indirect Effect	Coeff.	T-Stat	P-Values	Nature of Mediation
H8	MO → DM → MP	0.220	5.344	0.000	Partially mediation
H9	SMO → DM → MP	0.174	4.631	0.000	Fully mediation
H10	EC → DM → MP	0.198	3.616	0.000	Partially mediation

Table 8 shows the results of the mediation analysis. Digital marketing significantly mediates the relationship between market orientation and marketing performance ($\beta = 0.220$; $t = 5.344$; $p < 0.001$). Digital marketing also fully mediates the relationship between social media optimization and marketing performance ($\beta = 0.174$; $t = 4.631$; p

< 0.001). The mediating effect of digital marketing is also significant in the relationship between environmental change and marketing performance ($\beta = 0.198$; $t = 3.616$; $p < 0.001$). These findings indicate that digital marketing serves as an important mechanism through which organizational capabilities and environmental responsiveness contribute to improved marketing outcomes.

Total Effects

Table 9. Total Effects Results

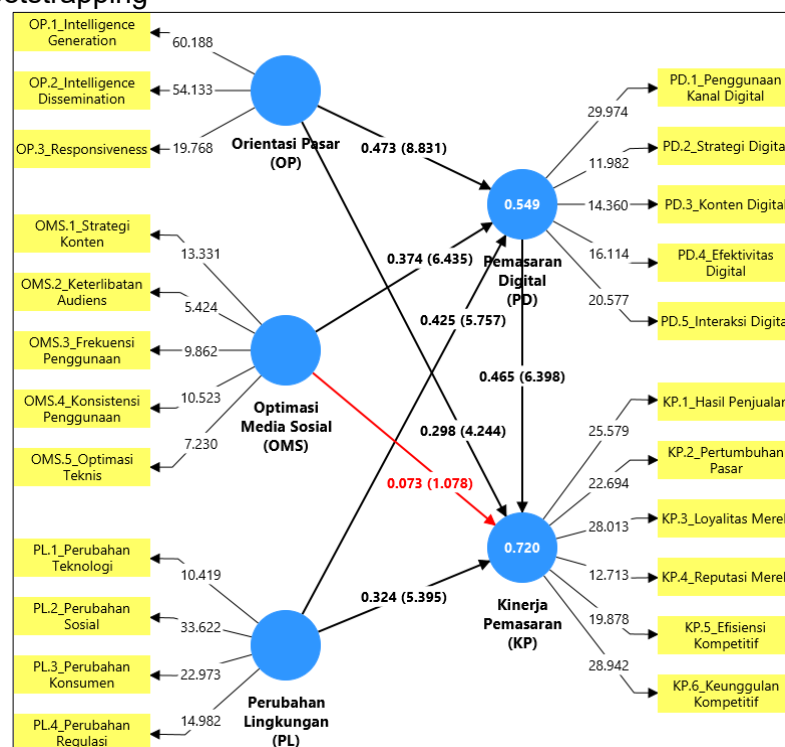
No	Total effect on Marketing Performance (MP)	Analysis Results		
		Total Effect	T-stat	P-value
1	Market Orientation (MO)	0.518	8.831	0.000
2	Social Media Optimization (SMO)	0.247	3.931	0.000
3	Environmental Change (EC)	0.522	7.203	0.000
4	Digital Marketing (DM)	0.465	6.398	0.000

Table 9 shows the total effects of the exogenous variables on marketing performance. Environmental change has the largest total effect on marketing performance ($\beta = 0.522$), followed by market orientation ($\beta = 0.518$), digital marketing ($\beta = 0.465$), and social media optimization ($\beta = 0.247$). These findings suggest that environmental responsiveness and market-oriented strategies play a particularly important role in improving marketing performance within the garment industry.

Hypothesis Testing

The results of the estimation of the coefficients of direct influence, indirect influence, and total influence in the PLS-SEM model with the SmartPLS v.4 program were carried out using the bootstrapping approach, as shown in the bootstrapping output on Figure 2.

Figure 2. Bootstrapping



DISCUSSION

Market Orientation and Digital Marketing

The results indicate that Market Orientation has a positive and significant effect on Digital Marketing. Therefore, H1 is supported.

This finding suggests that garment firms with a stronger understanding of customer needs, competitor actions, and market trends tend to implement digital marketing more effectively. Market-oriented firms continuously gather and utilize market information, allowing them to design digital campaigns that are more relevant to target customers. Digital marketing becomes an extension of market intelligence because firms use customer insights to determine content, communication channels, promotional messages, and online engagement strategies.

The result supports the market orientation theory proposed by [Kohli and Jaworski \(1990\)](#), which emphasizes that organizational responsiveness to market information contributes to superior strategic decisions. In the garment industry, where customer preferences and fashion trends change rapidly, digital marketing serves as a practical mechanism for translating market knowledge into customer communication and promotional activities. This finding is consistent with previous studies suggesting that market-oriented firms are more likely to adopt and utilize digital marketing capabilities to strengthen customer relationships and improve marketing effectiveness ([Nuseir & El Refae, 2022](#); [Verhoef et al., 2021](#)).

Social Media Optimization and Digital Marketing

The results show that Social Media Optimization positively and significantly affects Digital Marketing. Therefore, H2 is supported.

The finding indicates that social media optimization strengthens the firm's overall digital marketing capability. Social media platforms provide opportunities for companies to distribute information, interact with customers, monitor customer responses, and build brand visibility in real time. Firms that manage social media content consistently and strategically are more likely to develop stronger digital marketing activities.

This result is in line with studies by [Dwivedi et al. \(2021\)](#), which highlight social media as a critical component of contemporary digital marketing strategies. Social media platforms facilitate customer engagement, content dissemination, brand interaction, and social commerce activities that support broader digital marketing initiatives.

Environmental Change and Digital Marketing

The results indicate that Environmental Change has a positive and significant effect on Digital Marketing. Therefore, H3 is supported.

This finding suggests that firms facing rapid technological developments, changing customer behavior, and increasing competition tend to strengthen their digital marketing efforts. Environmental uncertainty often encourages organizations to seek more flexible and responsive marketing approaches. Digital marketing provides such flexibility because it allows firms to communicate with customers quickly and adjust marketing strategies in real time.

The garment industry experiences constant changes in fashion trends, consumer lifestyles, and digital technologies. Firms that actively respond to these changes appear more willing to invest in digital marketing capabilities. This finding is consistent with the

work of [Verhoef et al. \(2021\)](#), who argued that environmental turbulence accelerates digital transformation and encourages firms to adopt digital business practices. Similar evidence was reported by [Kraus et al. \(2022\)](#) and [Vial \(2021\)](#), who found that organizations operating in dynamic environments are more likely to intensify digital initiatives to maintain competitiveness and organizational agility.

Market Orientation and Marketing Performance

The results show that Market Orientation positively and significantly affects Marketing Performance. Therefore, H4 is supported.

The finding indicates that firms with stronger customer orientation and market responsiveness tend to achieve better marketing outcomes. Understanding customer preferences enables firms to develop products and services that match market demand. As a result, firms can improve customer satisfaction, strengthen customer retention, and enhance overall market performance.

In the garment industry, customer preferences often change rapidly. Firms that consistently monitor market developments are better positioned to respond to these changes and maintain competitiveness. This result supports the findings of [Narver and Slater \(1990\)](#), who emphasized that market orientation contributes to superior business performance through customer value creation. The finding is also consistent with recent studies showing that market-oriented firms tend to achieve higher performance because they are better able to identify customer needs, anticipate market changes, and develop effective marketing strategies ([Fernanda et al., 2024](#)).

Social Media Optimization and Marketing Performance

The results indicate that Social Media Optimization does not have a significant direct effect on Marketing Performance. Therefore, H5 is not supported.

This finding represents one of the most important outcomes of the study. Although firms actively use social media, such activities do not automatically translate into higher marketing performance. The result suggests that social media optimization may increase visibility, interactions, and customer engagement, but these outcomes are not necessarily converted into sales growth or market expansion.

One possible explanation is that social media functions primarily as a communication and engagement platform rather than a direct performance driver. Many garment firms use social media to display products, maintain customer relationships, and increase brand awareness. These activities generate customer attention, yet they do not immediately produce measurable business outcomes.

The finding is consistent with [Felix et al. \(2017\)](#) who argued that social media activities create value only when they are integrated into broader organizational strategies. Similar results were reported by [Ancillai et al. \(2019\)](#) who found that social media utilization alone does not necessarily improve firm performance. The effectiveness of social media depends on how well it is connected to digital marketing processes, customer relationship management, and sales conversion activities.

This interpretation also explains why the direct effect is insignificant while the indirect effect through Digital Marketing is significant. Social media optimization helps firms strengthen their digital marketing capability. Digital marketing then transforms customer engagement into more concrete outcomes such as customer acquisition, lead

generation, online transactions, and market expansion. In this context, digital marketing acts as the mechanism that converts social media activities into marketing performance.

Environmental Change and Marketing Performance

The results indicate that Environmental Change positively and significantly affects Marketing Performance. Therefore, H6 is supported.

The finding suggests that firms capable of responding effectively to environmental changes achieve better marketing outcomes. Rapid adaptation enables firms to identify emerging opportunities, anticipate market shifts, and respond more effectively to customer demands.

The garment industry operates in a highly dynamic environment characterized by changing trends, technological developments, and intense competition. Firms that continuously adjust their marketing strategies in response to these changes are more likely to maintain competitiveness and improve performance.

This finding is consistent with Teece (2023), who emphasized that organizational adaptability is critical for sustaining competitive advantage in dynamic environments. Similar evidence was reported by Kraus et al. (2022) and Phuntsok & Kumar (2022), who found that firms capable of responding quickly to environmental changes tend to achieve better organizational and marketing performance.

Digital Marketing and Marketing Performance

The results show that Digital Marketing has a positive and significant effect on Marketing Performance. Therefore, H7 is supported.

This finding indicates that digital marketing has become an important strategic capability for garment firms. Through digital platforms, firms can reach wider markets, communicate more efficiently with customers, and improve promotional effectiveness. Digital marketing also enables firms to collect customer data, personalize marketing messages, and evaluate campaign performance more accurately.

The strong relationship observed in this study confirms that digital marketing serves as a key mechanism through which firms transform market knowledge, social media activities, and environmental responsiveness into tangible performance outcomes.

This finding supports the work of Sawicki (2016), who highlighted the role of digital marketing in improving organizational competitiveness and customer communication effectiveness. Recent studies by Dwivedi et al. (2021) and Nuseir & El Refae (2022) also reported that digital marketing positively contributes to business performance by improving customer engagement, brand visibility, and market reach. In the garment industry, digital marketing enables firms to connect with customers more efficiently while expanding access to broader markets beyond traditional distribution channels.

Research Implications

Research implications refer to the impact or application of the findings on the development of scientific knowledge and practice in the field. Theoretical implications encompass how research findings enrich existing theories, provide new insights, or challenge established assumptions. Practical implications address how research findings can be applied to solve practical problems, improve organizational effectiveness, or develop better policy strategies.

Theoretical Implications

Theoretically, the findings of this study reinforce the grand theory of Strategic Management, which states that marketing performance is influenced by an organization's ability to develop and implement strategies that adapt to environmental dynamics. The application of digital marketing, market orientation, and responsiveness to environmental changes demonstrate how strategies aligned with external and internal conditions can enhance a company's competitiveness. Within the strategic fit framework, garment industries in East Java that are able to adapt their marketing strategies to the demands of the digital environment and changing markets will excel in achieving their long-term goals. This confirms that successful marketing performance is not solely determined by a single strategy, but by the integration of various strategies developed synergistically and dynamically.

Within the middle theory framework, the results of this study contribute to the Market-Based View (MBV) and the Resource-Based View (RBV). From the MBV perspective, the importance of market orientation and responsiveness to environmental changes reinforces the argument that competitive advantage stems from a deep understanding of market needs and dynamics. From the RBV perspective, these results emphasize that internal capabilities such as social media management, digital technology utilization, and content strategy are strategic resources that determine performance excellence. Therefore, the integration of MBV and RBV becomes a relevant theoretical approach in explaining how companies, especially in the garment industry, can create and maintain competitive advantage through the utilization of resources that are in accordance with market demands.

Practical Implications

Practically, the results of this study indicate that garment companies in East Java need to prioritize adaptation to environmental changes, particularly in terms of technological developments, regulations, and shifts in consumer preferences. Marketing strategies need to be adjusted to these dynamics to be more relevant and competitive in the market. Improving the ability to read technological trends and respond to market changes should be part of the company's strategic planning. Furthermore, companies are advised to establish a regular external environmental monitoring system to support rapid and accurate marketing decision-making.

Furthermore, companies also need to strengthen their market orientation and comprehensive digital marketing management. Although digital marketing significantly impacts performance, its effectiveness depends heavily on the company's understanding of customer needs and its ability to manage digital strategies and content. Therefore, strengthening human resources in digital marketing, training in digital platform usage, and evaluating the effectiveness of social media are crucial steps. Social media optimization also requires attention, as it remains a weak point that can hinder the achievement of maximum marketing performance.

CONCLUSION

Referring to the results of the hypothesis testing, analysis, and discussion of this study, it can be concluded that market orientation, social media optimization, and environmental changes have a positive influence on digital marketing in the garment industry in East Java.

Market orientation and environmental changes have a positive and significant influence on marketing performance in the garment industry in East Java. Social media

optimization does not significantly influence marketing performance in the garment industry in East Java, indicating that the use of social media without integration with a comprehensive strategy is not strong enough to drive improved marketing performance.

Digital marketing mediates the relationship between market orientation and marketing performance in the garment industry in East Java. Therefore, the synergy between digital marketing and market orientation will contribute to improving marketing performance. Digital marketing mediates the relationship between social media optimization and marketing performance in the garment industry in East Java, meaning that without digital marketing, social media optimization does not have a direct impact on performance. Therefore, the use of structured social media optimization will improve marketing performance through the appropriate implementation of digital marketing, thereby reaching a wider market and customer base. Digital marketing mediates the relationship between environmental changes and marketing performance in the garment industry in East Java. This indicates that environmental changes have a direct and indirect impact (through digital marketing) on improving marketing performance.

LIMITATION

This study has several limitations that need to be acknowledged. First, the research focused only on garment companies in East Java that are affiliated with APGI, so the findings may not fully reflect conditions in other industries or regions. Second, the data were collected at a single point in time, making it difficult to capture changes in business strategies and market conditions over a longer period. Third, the study relied on respondents' perceptions through questionnaires, which may be influenced by subjective assessments despite efforts to minimize bias by involving multiple respondents from each company. Finally, this study examined only market orientation, social media optimization, environmental change, and digital marketing, while other factors that may influence marketing performance were not included in the model. Future research is expected to involve broader samples, additional variables, and longitudinal approaches to provide a more comprehensive understanding of marketing performance in the digital era.

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DECLARATION OF CONFLICTING INTERESTS

The authors declare that there are no conflicts of interest related to this study, including its design, data collection, analysis, authorship, or publication. The authors have no

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