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"THE INFLUENCE OF CUSTOMER ORIENTATION, COMPETITOR ORIENTATION, AND GREEN ORGANIZATIONAL CULTURE ON MARKETING PERFORMANCE: THE MEDIATING ROLE OF GREEN INNOVATION WITH THE MODERATING EFFECT OF LEARNING ORGANIZATION IN PROPERTY DEVELOPMENT COMPANIES IN CENTRAL JAVA"

Indro Purnomo, Ujianto and Abdul Halik

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September 21, 2026

Sincerely,



Executive Editor

Enclosures: (i) Reviewers' Reports – Page 2 & 3 (ii)

Reviewer - 1

EvaluationCriteria	Yes	No
The paper makes original contribution	√	
The papers is well organized	√	
Author Guidelines has been followed properly in preparing the manuscript	√	
The paper is based on sound methodology	√	
Literature review is adequate	√	
Analysis and findings support objectives of the paper	√	

Decision regarding the paper

(*) Accept the paper in its current format
( ) Accept the paper with the minor changes
( ) Resubmit with the major changes
( ) Decline the submission

Comments and Suggestions
The research is informative and based on sound concepts. There is a good consistency in the paper. It follows the basic principles of a good research. No mentionable flaw has been found in the paper. I would like to recommend this paper to publish in its current form.

Reviewer - 2

Evaluation Criteria	Yes	No
The paper makes original contribution	√	
The papers is well organized	√	
Author Guidelines has been followed properly in preparing the manuscript	√	
The paper is based on sound methodology	√	
Literature review is adequate	√	
Analysis and findings support objectives of the paper	√	

Decision regarding the paper

(*) Accept the paper in its current format
( ) Accept the paper with the minor changes
( ) Resubmit with the major changes
( ) Decline the submission

Comments and Suggestions
The topic of this paper is time based. It focuses on more realistic field of knowledge. The paper is well organized. There is a good consistency throughout the whole paper. The paper can be published in its present form.

The Influence Of Customer Orientation, Competitor Orientation, And Green Organizational Culture On Marketing Performance: The Mediating Role Of Green Innovation With The Moderating Effect Of Learning Organization In Property Development Companies In Central Java

Indro Purnomo, Ujianto and Abdul Halik[1,2,3]
Universitas 17 Agustus 1945 Surabaya[1,2,3]
Email: indro0278@gmail.com

ABSTRACT

This study aims to analyze the influence of customer orientation, competitor orientation, and green organizational culture on green innovation and marketing performance in property companies in Central Java. In addition, this study also examines the role of learning organization as a moderation variable that strengthens the relationship between these variables. A quantitative approach was used by a survey method of managers and marketing staff of property companies, and data analysis was carried out using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) technique. The results of the study show that customer orientation, competitor orientation, and green organizational culture have a positive and significant effect on green innovation and marketing performance. Green innovation has been proven to have a significant positive effect on marketing performance and mediate the influence of learning organization on marketing performance. In addition, learning organization also has a positive effect on marketing performance, as well as strengthening the influence of green innovation on increasing the company's competitiveness. Theoretically, this study expands the theory of *Resource-Based View* and *Market Orientation* by including the perspective of sustainability and learning organizations. Practically, the results of this study provide implications for property companies to strengthen market orientation, build a green culture, and foster a work environment that supports continuous learning to improve innovation and environmentally friendly marketing performance.

Keywords : Customer Onboarding, Competitor Onboarding, Green Organizational Culture, Green Innovation, Learner Organization, Marketing Performance.

INTRODUCTION

Property is a strategic sector that plays a major role in the economy in Indonesia, reviving many other industrial sectors that intersect. The positive impact is to prevent or reduce poverty in Indonesia. The Ministry of Public Works and Public Housing (PUPR) stated that the existence of property development projects is able to reduce the poverty rate in the

region. The property sector, in addition to providing decent housing, both commercial and subsidized, also creates jobs and property businesses so that it can drive the economy (Zahra, 2023).

The Head of the Integrated Property Area Development Agency, said that the property, real estate, and building construction sectors contribute greatly to the income of the central and regional governments, including in providing jobs and absorbing considerable labor. Based on research by the Institute for Economic and Social Research (LPEM) of the Faculty of Economics and Business, University of Indonesia (FEB UI) in 2023, the poverty rate in Indonesia is currently recorded at 9.5% of the total population of 274 million people or around 26 million people. If the property sector stops its activities, the poverty rate in Indonesia will increase to 17.4% or increase to 47 million people. The results of the research study also show that the property, real estate, and building construction sectors during the period from 2018 to 2022 contributed greatly to the national economy of Rp 4.7-5.8 trillion per year (Zahra, 2023).

Population growth can lead to an increase in the need for housing, so the need for the property sector and *real estate* has also increased. Residents have a very important role in the construction of a residential house because residents are the target of the object of house construction. The more the population grows, it will affect the number of house constructions which will further increase the demand for houses (Ayuningtyas and Astuti, 2018). Kotler and Keller (2016) Writing that price is one of the important components that consumers consider in purchasing products, consumers can assess the price of a product based on price affordability, price suitability with quality, price suitability with benefits, and price competitiveness.

The Residential Property Price Index (IHPP) is an indicator that describes the movement of property prices from year to year, where the level of the CPI will also affect the high and low public demand for housing products (BPS, 2024). The results of Bank Indonesia's Residential Property Price Survey (SHPR) indicate that residential property prices in the primary market in the fourth quarter of 2024 grew limitedly. This is reflected in the Residential Property Price Index (CPI) in the fourth quarter of 2024 which grew by 1.39% (yoy), slightly lower than the growth in the third quarter of 2024 of 1.46% (yoy) as presented in Figure 1.

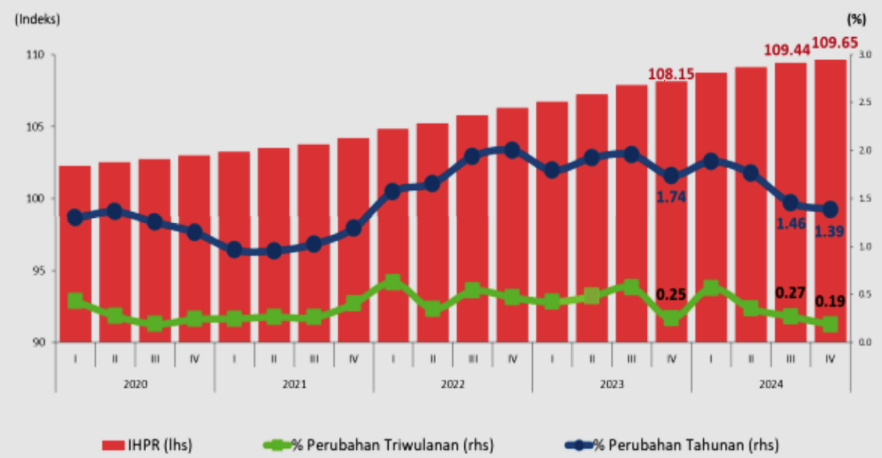


Figure 1. Development of the Residential Property Price Index (CPI) in Indonesia 2024

(Source: Bank Indonesia, 2025)

The results of Bank Indonesia's Residential Property Price Survey (SHPR) in terms of sales indicate that residential property sales in the primary market in the fourth quarter of 2024 decreased, especially small and medium-sized houses. Overall residential property sales growth recorded a contraction of 15.09% (yoy). Meanwhile, in terms of financing, the survey shows that the main source of funding for residential property development still comes from developers' internal funds, with a share of 74.38%. From the consumer side, the majority of home purchases in the primary market are carried out through the Home Ownership Credit (KPR) financing scheme, with a share of 72.54% of the total financing. Factors that hinder the development and sale of primary residential properties are the increase in building prices; licensing problems; mortgage interest rates; high proportion of down payments in mortgage applications and taxation (Bank Indonesia, 2025). The annual growth of house sales in Indonesia in 2024 is presented as shown in Figure 2.

Suwandito as Chairman of the DPD Association *Real Estate Broker* Indonesia (AREBI) Central Java stated that industrial development in the Central Java region is considered to be the main trigger for the growth of the property sector. Central Java has attractiveness in terms of industry and tourism, with many factories operating, the need for housing such as public housing, house rentals, apartments and boarding houses is increasing.

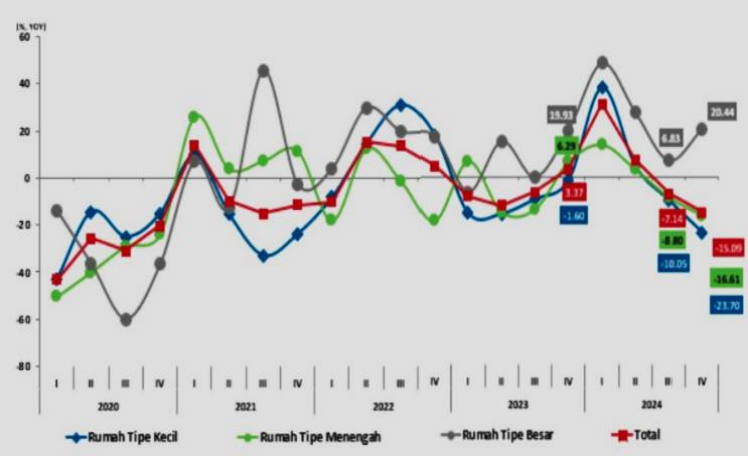


Figure 2. Annual Growth of House Sales in Indonesia 2024 (%,yoy)
(Source: Bank Indonesia, 2025)

This growth is interrelated, where a strong industry will *trigger* housing demand, and is an opportunity for property agents to develop, thereby encouraging the development of property agents in Central Java (Rohmah, 2025). This study will examine the categories of Subsidized Property (FLPP / Subsidized), Lower Medium Property (Affordable Housing), Middle Class Property to be used as a sample. The following is presented a table of the number of property agents in Central Java based on the categories mentioned above.

Table 1 Number of Property Agents in Central Java

No.	Regency/City	Populasi
1	Banjarnegara Regency	14
2	Banyumas Regency	32
3	Batang Regency	14
4	Blora Regency	15
5	Boyolali Regency	27
6	Brebes Regency	15
7	Cilacap Regency	17
8	Demak Regency	16
9	Grobogan Regency	11
10	Jepara Regency	20
11	Karanganyar Regency	21
12	Kebumen Regency	13
13	Kendal Regency	12
14	Klaten Regency	23
15	Kudus Regency	15
16	Magelang Regency	21
17	Pati Regency	18

No.	Regency/City	Populasi
18	Pekalongan Regency	27
19	Pemalang Regency	25
20	Purbalingga Regency	28
21	Purworejo Regency	29
22	Rembang Regency	26
23	Semarang Regency	68
24	Sragen Regency	32
25	Sukoharjo Regency	46
26	Tegal Regency	30
27	Temanggung Regency	28
28	Wonogiri Regency	27
29	Wonosobo Regency	22
30	Salatiga City	62
31	Surakarta City	93
32	Magelang City	68
33	Tegal City	73
34	Pekalongan City	65
35	Semarang City	113
	Quantity	1166

Source : Indonesian Business Field Standard Classification (KBLI) 2023

Phenomena on the ground show that in 2024, Indonesia's property sector will experience a significant decline in terms of property sales and prices. According to data from Bank Indonesia, the Residential Property Price Index (CPI) in the third quarter of 2024 only grew by 1.46% year on year (yoy), down from 1.76% in the second quarter of 2024. Residential property prices in the fourth quarter of 2024 grew limitedly, as reflected in the Residential Property Price Index (CPI) which grew 1.39% (yoy), slightly lower than the third quarter of 2024 of 1.46% (yoy).

This phenomenon of declining property marketing shows the need for a more innovative and adaptive property marketing strategy to changing market conditions. In this context, approaches such as customer orientation, green innovation, and the creation of sustainable competitive advantages are important to answer the challenge of declining property marketing performance in Central Java. Increasingly fierce and open global competition is a phenomenon that must be faced by property companies in producing products that have strong and competitive competitiveness. The success rate of property products can be measured from improving marketing performance. Marketing performance can be measured from increased profits, sales growth, customer growth, and market share (Julian dan Ahmed, 2004). Marketing performance is a measure of the overall performance and

activity of the marketing process of a company. Marketing performance can also be seen as a concept used to measure the extent of market performance that has been achieved for a product produced by a company (Rahman *et al.*, 2021).

Research conducted by Putri and Riyanto (2023) on the Effect of Green Marketing Orientation on Green Marketing Performance in MSMEs in Indonesia shows that green marketing orientation has a significant effect on green marketing performance through green innovation and green competitive advantage as a mediating variable. Research conducted by (Wibisono et al. 2023) about the Role of Green Innovation in Competitive Advantage Mediated by Innovation Performance in MSMEs in Sumenep Regency found that green innovation has a direct effect on competitive advantage, and innovation performance plays a mediator in this relationship.

Research conducted by Damayanti and Waskito (2020) About *Green innovation & Green competitive advantage* in the Impact of Green Marketing Orientation on Purchase Intention The Use of Cloth Shopping Bags in UMS Management Students found that although green marketing orientation has a significant effect on green competitive advantage, it has no effect on purchase intention. In addition, green innovation does not have a significant influence on purchase intention. Research conducted by Fabiola and Khusnah (2022) The Effect of Green Innovation and Financial Performance on Competitive Advantage and Company Value in 2015-2020 shows that although green innovation has a significant effect on competitive advantage, it has no effect on company value. In addition, competitive advantage has a negative effect on financial performance.

Bibliometric techniques have attracted a lot of attention from researchers in the current era due to the rise of computerization and easy access to bibliographic data from databases such as *Web of Science* and *Scopus*. This study utilizes bibliometric data using the VOSViewer application which is systematically useful in helping researchers to build novelties related to property marketing performance trends. Marketing performance research publications were found using the Scopus database because Scopus is one of the most complete research repositories in the social sciences, often used and recognized.

The results of the VOS viewer network visualization show that research on *global marketing performance* is still dominated by general themes such as *marketing capability*, *entrepreneurial orientation*, *innovation*, *digital marketing*, and *corporate social responsibility*. The largest cluster centered on the relationship between marketing capabilities and entrepreneurial orientation to performance, but no strong connection was found with the concept *of green innovation*, *green organizational culture*, or *learning organization* as part of the marketing performance model, especially in the context of the property industry based on sustainability principles.

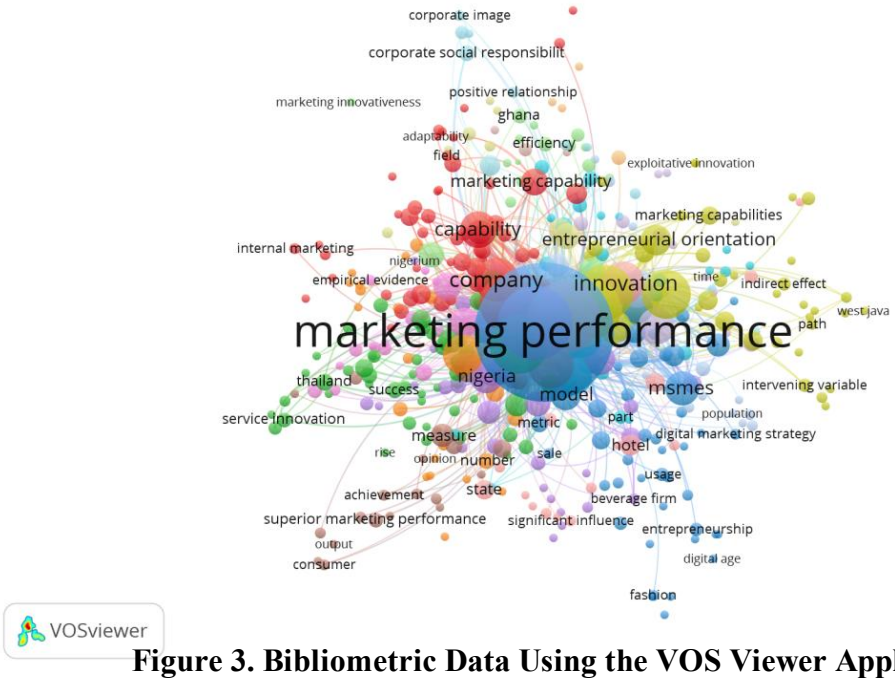


Figure 3. Bibliometric Data Using the VOS Viewer Application

The absence of clusters that explicitly link market orientation (customer & competitor orientation) with green innovation-based marketing performance, as well as the absence of learning organization variables as moderators, show a research gap that has not been widely explored. Thus, the novelty of this research lies in:

1. Shifting the study of marketing performance to the realm of green-based marketing, is no longer just general innovation or digital marketing.
2. Integrating *green organizational culture* as a strategic factor that drives innovation, something that has not yet become a focus in the global research map.
3. Placing learning organization as a moderator variable, which has not yet emerged as an important element in marketing performance studies on visualization maps.
4. Presenting an environmentally sound property industry context, which is different from the dominance of research in the MSME, hospitality, or manufacturing sectors.

This research incorporates the dimension of sustainability (*green values*) into the *marketing performance* model, thus expanding the discourse from "how to sell better" to "how to market sustainably", a new perspective that has not been firmly mapped in the international literature.

The urgency of this research is also strengthened by the global demand for the implementation *of green economy principles* and government policies through the Regulation of the Minister of PUPR Number 02/PRT/M/2015 concerning Green Buildings. The regulation encourages developers to adopt environmentally friendly innovations as a sustainable development strategy. However, the low understanding and involvement of property companies in the implementation of green strategies shows that there is still a limited ability of organizations to adapt to external environmental changes. Therefore, this

study examines the role *of learning organizations* as a moderation variable that strengthens the influence of market orientation and green organizational culture on green innovation and competitive advantage. This approach is relevant to help property companies develop learning capabilities that are able to create sustainable innovations and marketing strategies.

2. Literature Review and Hypothesis Development

Teori RBV (Resources Based View)

Resources Based View (RBV) is a business management or tool used to determine the strategic resources available to a company. The fundamental principle of RBV is that the basis for the competitive advantage of a company lies primarily in the application of valuable resources in the company (Barney dan Hesterly, 2015).

Resources Based View (RBV) is a new way of analyzing a company's competitive advantage based on the resources it has, not just its position in the market (Wernerfelt 1984). Resources Based View (RBV) is an asset (tangible and intangible) that is owned, controlled, or controlled by an organization for a semi-permanent period of time, which is used to form a competitive advantage (Helfat and Peteraf 2003).

Barney dan Hesterly (2015) states that the success of an organization is determined by internal resources which are grouped into 3 categories:

1. Physical resources, including all factories, equipment, locations, technology, and raw materials.
2. Human resources, including all employees, along with their training, experience, intelligence, knowledge, skills and abilities.
3. Organizational resources, including company structure, planning process, information system, patents, trademarks, copyrights, databases and so on.

Market Orientation

Market orientation is still a central concept in the marketing literature and its influence on company performance (Ozkaya et al., 2015). Market onboarding is the process of an organization as a whole in generating market information about current and future customer needs, disseminating that information across departments, and acting responsively to that information (Kohli and Jaworski 1990)

Market orientation is the organization's overall process of generating market information, disseminating it across departments, and acting responsively to that information in order to create superior customer value (Deshpande et al. 1993). Based on some of the theories above, it can be concluded that market orientation is a strategic approach and organizational culture that puts customer satisfaction as the center of attention.

Market Orientation consists of three main components (indicators), including:

1. Customer orientation
   a. Understand current and future customer needs.
   b. Provides higher value than competitors.
2. Competitor orientation
   Understand competitors' strengths, weaknesses, strategies, and capabilities.
3. Interfunctional Coordination
   Using organizational resources to create superior value for customers, through cross-departmental collaboration (Narver and Slater 1990).

Customer orientation

Customer orientation is the most important thing Urgent and fundamental for a company, this is because customers are the most important thing of the company to determine the orientation of its customers (Cadogan et al., 2009). Customer orientation is a good understanding for buyers, the goal of buyers is to be able to create superior value for the company. By creating a good appearance will make a company stronger and more durable (Narver dan Slater, 1990).

Customer orientation is part of market orientation, which emphasizes the importance of understanding and responding to customer needs throughout organizational processes (Kohli and Jaworski 1990). Customer orientation in the researcher's view can be defined as an activity that relates to the company's understanding of the needs of customers, its goals and the company's ability to design products and services that can satisfy the needs of customers.

Based on some of the above understandings, it can be concluded that customer orientation is a strategic approach in management and marketing that puts customers at the center of all organizational activities. It includes a deep understanding of customers' needs, wants, and expectations as well as a commitment to satisfying them on an ongoing basis.

Customer onboarding assessment according to Narver dan Slater (1990) grouped into two indicators, namely:

1. Responsive customer intelligence generation
   Customer-oriented companies must act primarily on the basis of the latest intelligence, this is implemented through the creation of responsive customer intelligence.
2. Proactive customer intelligence generation
   Customer-oriented companies must always be proactive in gathering information on customer needs, for example trying to find additional needs from our customers that they do not yet know. Companies also need to strive to provide strategic orientation for customer needs that have not been revealed in new products and services.

Indicator customer orientation according to Narver dan Slater (1990) Among others:

1. Understand the needs of current customers.
2. Understand the needs of future customers.
3. Monitor customer satisfaction levels.
4. Respond to customer complaints effectively.
5. Create more value for customers.

Competitor orientation (Competitor Orientation)

Competitor orientation is the willingness of a company to monitor the strategies implemented by its competitors. Market orientation is a process and activity related to the creation and satisfaction of customers by continuously assessing customer needs and desires (Uncles, 2000). Competitor orientation means the understanding that the seller has in understanding the short-term strengths, weaknesses, capabilities, and long-term strategies of both its current main competitors and the main potential competitors. Wherever management recognizes its competitors, it will help and dig up various information about what and how competitors run their business and the strategy models applied, so that management can be sure that any strategies and activities carried out by the company are not preceded by their competitors (Day dan Wensley, 2010).

A competitor-oriented company will always spend most of its time tracking the use of the competitor's strategy and market share and trying to find various strategies to counter it. The company through market orientation will try to answer three questions, namely who the company's competitors are, what kind of technology the competitors are using, and whether the competitor represents an attractive alternative from the point of view target customer (Zhou et al., 2005).

Based on some of the above understandings, it can be concluded that competitor orientation is an important part of a marketing strategy that reflects the extent to which a company understands, analyzes, and responds to the behavior, strengths, weaknesses, and strategies of its competitors in the market.

Indicator competitor orientation according to Narver dan Slater (1990) Among others:

1. Gather information about competitors' strategies.
2. Knowing the strengths and weaknesses of competitors.
3. Respond quickly to competitors' actions.
4. Assess performance relative to key competitors.

Green organizational culture

Concept Green organizational culture (GOC) is still in its infancy, and therefore its definition is still evolving, however, the researchers argue that a dramatic change in

organizational culture is necessary for companies to develop potential in addressing environmental challenges (Al-Swidi et al., 2021).

Organizational culture refers to the shared mental assumptions, symbols, rituals, and strategic orientationial patterns that govern behavior within the organization. Organizational culture consists of a combination of common standards and values that are consistent with organizational characteristics (Machado and Avila 2019).

Green organizational culture (GOC) is defined as the values and beliefs that guide various practices in an organization to be environmentally friendly including shared strategic orientational beliefs, values, norms, symbols, and stereotypes about the organization's environmental management and shaping the standard behaviors expected of individuals (Chan et al., 2016). Harris dan Crane (2002) defines a GOC as the extent to which an organization's assumptions, values, symbols, and artifacts reflect the desire or need to operate in an environmentally sustainable manner'. Creating such an organizational culture depends on several dimensions. According to Harris and Crane (2002), green culture (eco-friendly culture) is not a simple one-dimensional concept.

Green organizational culture (eco-friendly organizational culture) is defined as the values, beliefs and principles that guide employee behavior to implement an eco-friendly organization Harris dan Crane (2002). Based on some of the theories above, it can be concluded that green organizational culture Or green organizational culture is a set of values, beliefs, and norms that encourage the organization's members to care about the environment and behave in every aspect of the organization's activities.

Indicator green organizational culture according to (Lee and Chen 2021) Among others:

1. The company's concern for environmental issues.
2. Employees are encouraged to care about the environment.
3. A work culture that supports sustainability.
4. Internal policies support environmentally friendly activities.

Green inovation

Green innovation is innovation that prevents or reduces environmental burden, addresses environmental damage, or diagnoses and monitors environmental problems (Hemmelskamp 1997). Green innovation Or what is commonly called environmentally friendly innovation is the creation of new products or significantly improving products. Not only focusing on products, but also focusing on creating and developing significant processes, marketing methods, and company methods that are new in business practices (Shashwat 2019).

Green innovation, not only has an impact on reducing the impact on the environment, but can also provide benefits to society by changing strategic orientationial

norms and cultural values. According to Chen et al. (2006) Environmentally friendly innovation as an innovation tool related to the creation and development of products or processes, including technological innovations that are able to create energy savings, pollution prevention, waste recycling implementation, environmentally friendly product design or environmental management. Reuvers (2015) defining eco-friendly innovation as a The process of developing, improving or creating a product or process that can provide a significant reduction in environmental impact.

Based on some of the above understandings, it is concluded that green innovation or green innovation is an innovative approach in processes, products, technologies, and business practices that aims to reduce negative impacts on the environment, while creating a competitive advantage and company sustainability.

Indicator green innovation according to (Lee and Chen 2021) Among others:

1. Environmentally friendly product innovation.
2. The use of clean technology in the production process.
3. Development of products that reduce waste.
4. Innovations that support energy efficiency.

Learning organizational

Learning organizationaland organizationlearning are two different theories, although in some studies there is an overlap of meanings, these two theories have different meanings. Fundamental differences according to Ortenblad (2001) (1) organizationlearning is an activity or learning process that takes place naturally in the organization and the target is academics (2) learning organizationalis a form of organization that is able to learn and it takes effort to create such an organization and the target is practitioners and consultants.

Organizationor learning organizations were first popularized by Senge. According to Senge, the success of an organization is largely determined by its ability to develop its institution into a learning organization (learning organization). A learning organization is a forum for people to continuously improve their capacity to create truly expected results. Ideally, within a learning organization, each individual is able to develop his or her new ideas, be free to express his or her aspirations, and how each individual continues to learn how to learn together (Senge, 2020).

Based on some of the above understandings, it is concluded that learning organization A learning organization is a form of organization that is continuously able to develop its capacity to learn, adapt, and innovate in the face of changing environments. A learning organization encourages individuals and teams to learn continuously, share knowledge, and apply that learning into work practice.

Indicator learning organizational according to (Senge 2020) Among others:

1. An organizational culture that supports learning.
2. Employees have continuous learning opportunities.
3. There is a feedback system for improvement.
4. Knowledge is disseminated within the organization.

Marketing Performance

Business performance reflects how a company manages its resources and the end result of its efforts in terms of financial and non-financial measures achieved over a given period (Tjahjadi *et al.*, 2020). Marketing performance is a concept to measure the impact of the strategy implemented by the company as a reflection of existing marketing activities (Waliuddin and Umar, 2021). Sefnedi dan Dorris (2022) argues that marketing performance is work achievement measured from the overall marketing process activities in a company or organization.

Marketing Performance is a concept to measure the market performance of a product, every company is interested in knowing the market performance of its products, as a mirror of its company's success in the world of business competition (Keegan, 2016). The marketing concept states that the key to achieving the goals of the organization consists of determining the needs and wants of the target market and providing the desired satisfaction effectively and efficiently than its competitors (Oh, 2010).

Marketing performance indicators according to (Muriadi 2021):

1. Increased market share.
2. Sales growth.
3. Increased profitability.
4. Customer satisfaction.
5. Customer loyalty.

The conceptual framework in the research can be seen in the image below

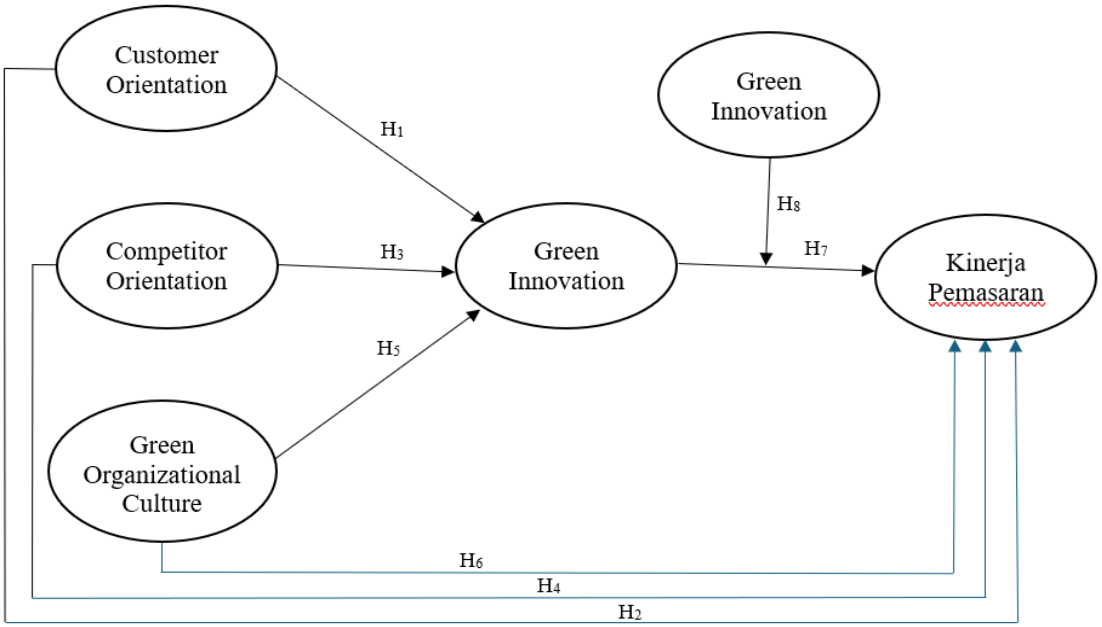


Figure 4 Conceptual Framework

3. Research Methodology

Quantitative survey methods were used to collect data from property developers in Central Java, Indonesia. Respondents included managers and marketing staff involved in strategic decision-making. Modeling of Structural Equations (SEM) with Partial Least Squares (PLS) was used using SmartPLS software. The research model included five latent variables: customer onboarding, competitor orientation, green organizational culture, green innovation, and marketing performance, with learning organizational excellence as a moderation variable.

4. Results and Discussion

Overview of Research Subjects

The subject of this study is property companies operating in the Central Java region. The property industry in Central Java in recent years has experienced quite rapid development, in line with the increasing public needs for housing, apartments, commercial areas, and industrial estates. The increase in population, regional economic growth, and the development of strategic infrastructure such as the Trans Java toll road, airports, and ports are the main driving factors for the growth of the property sector in this region.

Central Java geographically has a strategic position connecting West Java and East Java, thus making it one of the regional growth centers on the island of Java. Big cities such as Semarang, Solo, and Yogyakarta (although administratively in DIY, but in terms of the property market are often integrated with Central Java), as well as buffer areas such as

Salatiga, Kudus, and Tegal, become the center of concentration for property business development.

Property companies in Central Java are not only engaged in housing development, but also penetrate into the commercial sector such as shophouses, shopping centers, hotels, and vertical residences. However, in recent years there has been a shift in consumer interest towards green *property*, in line with increasing public awareness of the importance of sustainable environments. This encourages property companies to adopt strategies oriented towards green *innovation* and strengthening green *competitive advantage*.

Property companies in Central Java consist of large, national-scale developers who open branches and projects in the region, as well as local developers who focus on the regional market. National developers such as Ciputra Group, Agung Podomoro, and Sinarmas Land typically work on large-scale housing projects or integrated areas, while local developers are more focused on medium and small housing projects that suit the purchasing power of the local community.

The subject of this research is also influenced by local and central government regulations related to regional spatial planning, development permits, and policies on environmentally friendly property. With these demands, property companies in Central Java are expected to not only be profit-oriented, but also develop sustainable business practices.

The subject of this study represents the dynamics of property companies operating in Central Java, which are at the intersection of market needs, industrial competition, and environmental sustainability demands. This makes it relevant to be researched in the context of customer *orientation*, *competitor orientation*, green organizational *culture*, green innovation, and competitive advantage with an environmental perspective.

Data Analysis Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
CUST -> GI	0.304	0.303	0.053	5.682	0.000
CUST -> KIN	0.237	0.235	0.045	5.276	0.000
COMP -> GI	0.193	0.192	0.057	3.368	0.001
COMP -> KIN	0.151	0.149	0.046	3.272	0.001
GC -> GI	0.408	0.412	0.053	7.710	0.000
GC -> KIN	0.318	0.319	0.039	8.175	0.000
GI -> KIN	0.780	0.776	0.036	21.805	0.000
LO x GI -> KIN	0.549	0.544	0.060	9.205	0.000

1. Competitor Orientation -> Green Innovation
   The results of the analysis showed that the influence of Competitor Orientation on Green Innovation was significant with a p value of 0.001 < 0.05, a statistical T of 3.368 > 1.96 and a positive path coefficient of 0.193. The direction of this positive influence shows that the higher the Competitor Orientation, the higher the Green Innovation, on the contrary, the lower the Competitor Orientation, the lower the Green Innovation. Competitor Orientation in this study is proven to be a factor that has a significant impact on Green Innovation, so that efforts to increase Green Innovation can be carried out from increasing Competitor Orientation.

2. Competitor orientation -> Marketing Performance
   The results of the analysis showed that the influence of Competitor orientation on marketing performance was significant with a p value of 0.001 < 0.05, a statistical T of 3.272 > 1.96 and a positive path coefficient of 0.151. The direction of this positive influence shows that the higher the Competitor orientation, the higher the marketing performance, on the contrary, the lower the Competitor orientation, the lower the Marketing Performance. Competitor orientation in this study is proven to be a factor that has a significant impact on Marketing Performance, so that efforts to increase Competitor orientation can be done from improving Marketing Performance.

3. Customer Orientation -> Green Innovation
   The results of the analysis show that the influence of Customer Orientation on Green Innovation is significant with a p value of 0.000 < 0.05, a statistical T of 5.682 > 1.96 and a positive path coefficient of 0.304. The direction of this positive influence shows that the higher the Customer Orientation, the higher the Green Innovation, on the contrary, the lower the Customer Orientation, the more Green Innovation decreases. Customer Orientation in this study is proven to be a factor that has a significant impact on Green Innovation, so that efforts to improve Green Innovation can be carried out by increasing Customer Orientation.

4. Customer orientation -> Marketing Performance
   The results of the analysis showed that the influence of Customer orientation on marketing performance was significant with a p value of 0.000 < 0.05, a statistical T of 5.276 > 1.96 and a positive path coefficient of 0.237. The direction of this positive influence shows that the higher the Customer orientation, the higher the marketing performance, on the contrary, the lower the Customer orientation, the lower the Marketing Performance. Customer orientation in this study is proven to be a factor that has a significant impact on Marketing Performance, so that efforts to improve Customer orientation can be carried out from improving Marketing Performance.

5. Green organizational culture -> Green Innovation
   The results of the analysis show that the influence of Green organizational culture on Green Innovation is significant with a p value of 0.000 < 0.05, a statistical T of 7.710 > 1.96 and a positive path coefficient of 0.408. The direction of this positive influence shows that the higher the Green organizational culture, the higher the Green Innovation, on the other hand, the more Green organizational culture decreases, the more Green Innovation decreases. Green organizational culture in this study is proven to be a factor that has a significant impact on Green Innovation, so that efforts to increase Green Innovation can be carried out from increasing Green organizational culture.

6. Green Organizational Culture -> Marketing Performance
   The results of the analysis show that the influence of Green Organizational culture on marketing performance is significant with a p value of 0.000 < 0.05, a statistical T of 8.175 > 1.96 and a positive path coefficient of 0.318. The direction of this positive influence shows that the higher the Green Organizational culture, the higher the marketing performance, on the other hand, the more Green Organizational culture decreases, the more Marketing Performance decreases. Green Organizational culture in this study is proven to be a factor that has a significant impact on Marketing Performance, so that efforts to improve Green Organizational culture can be carried out from improving Marketing Performance.

7. Green Innovation -> Marketing Performance
   The results of the analysis show that the influence of Green Innovation on marketing performance is significant with a p value of 0.000 < 0.05, a statistical T of 21.805 > 1.96 and a positive path coefficient of 0.780. The direction of this positive influence shows that the higher Green Innovation, the higher the marketing performance, on the contrary, the lower the Green Innovation, the lower the Marketing Performance. Green Innovation in this study is proven to be a factor that has a significant impact on Marketing Performance, so that efforts to improve Green Innovation can be carried out from improving Marketing Performance.

8. Learning Organization – Green Innovation – Marketing Performance
   The results of the test of the indirect influence of Learning Organization on Marketing Performance through Green Innovation showed a significance of 0.000 with a path coefficient of 0.549. Because the p value was obtained <0.05, it was concluded that Green Innovation was proven to be able to mediate the influence of Learning Organization on Marketing Performance. Improving Learning Organization will have an impact on increasing Green Innovation which in turn will have an impact on improving Marketing Performance.

5. Conclusion and Implications

Conclusion

The results of this study conclude that:

1. Competitor Orientation has a positive and significant effect on Green Innovation
2. Competitor orientation has a positive and significant effect on Marketing Performance
3. Customer Orientation has a positive and significant effect on Green Innovation
4. Customer orientation has a positive and significant effect on Marketing Performance
5. Green organizational culture has a positive and significant effect on Green Innovation
6. Green Organizational culture has a positive and significant effect on Marketing Performance
7. Green Innovation has a positive and significant effect on Marketing Performance
8. Green Innovation can mediate the influence of Learning Organization on Marketing Performance

Involvement

1. **Theoretical Implications**
   This research strengthens the theory of *market orientation* and *resource-based view* by showing that *customer orientation*, *competitor orientation*, and *green organizational culture* are strategic resources that can increase *green innovation* and *marketing performance*. In addition, these results affirm the role of *learning organizations* as an important factor driving green innovation, while strengthening the relationship model between market orientation, green innovation, and marketing performance in the context of a sustainable property industry.
2. Practical Implications
   Practically, property companies in Central Java need to strengthen their orientation to customers and competitors, build a green organizational culture, and foster a work environment that supports continuous learning. Increasing *green innovation* through environmentally friendly building design, energy efficiency, and sustainable material use will have a direct impact on increasing the company's competitiveness and marketing performance.

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