

ABSTRACT

This research is motivated by the problem that there are problems in the achievement of the performance of the branch office of PT. Central Java Regional Development Bank. In order to realize the expected performance, management must pay attention to matters that can affect performance such as market orientation, innovation, HR competence on the performance of the marketing unit through competitive advantage which can improve the performance of branch offices.

This study aims to analyze the influence of market orientation, innovation, HR competence on the performance of the marketing unit through competitive advantage. The data used in this study were obtained from 94 respondents and used a random sampling technique through a questionnaire. Data were analyzed using SmartPLS.

The results of this study indicate that market orientation has a positive and significant effect on competitive advantage, innovation has a positive and significant effect on competitive advantage, HR competencies have a positive and significant effect on competitive advantage. Likewise, market orientation has a positive and significant effect on the performance of the marketing unit, innovation has a positive and significant effect on the performance of the marketing unit, HR competencies have a positive and significant effect on the performance of the marketing unit, competitive advantage has a positive and significant effect on the performance of the marketing unit.

Keywords: market orientation, innovation, HR competence, competitive advantage, the performance of the marketing unit, SmartPLS.