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The Effect of Product Variety, Product Price, and Service Quality on Marketing Performance of Culinary SMEs in Tegal City

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Abstract

Small and Medium Enterprises (SMEs) play an important role in Indonesia's economic development by creating employment opportunities, increasing income, and strengthening regional economic resilience. However, increasing business competition requires SMEs to continuously improve their marketing performance. One of the SMEs experiencing this challenge is the Pujasera culinary center in Tegal City, which experienced a decline in sales volume following business relocation.

This study aims to examine the effects of product variety, product price, and service quality on the marketing performance of SMEs at Pujasera in Tegal City. A quantitative approach was employed using primary data collected through questionnaires administered to 45 SME owners. The data were analyzed using validity and reliability tests, the Method of Successive Interval (MSI), classical assumption tests, multiple linear regression analysis, t-test, F-test, and coefficient of determination (Adjusted R²).

The results indicate that product variety has a negative but insignificant effect on marketing performance ($t = -0.253$; $\text{Sig.} = 0.802 > 0.05$), product price has a positive and significant effect ($t = 4.618$; $\text{Sig.} = 0.000 < 0.05$), and service quality has a positive but insignificant effect ($t = 1.492$; $\text{Sig.} = 0.143 > 0.05$). Simultaneously, product variety, product price, and service quality significantly affect marketing performance ($F = 29.605$; $\text{Sig.} = 0.000 < 0.05$). The Adjusted R² value of 0.661 indicates that these variables explain 66.1% of the variation in marketing performance, while the remaining 33.9% is explained by other variables outside the scope of this study.

The study concludes that product price is the only variable with a significant individual effect on marketing performance, whereas product variety and service quality do not have significant individual effects. Nevertheless, the three variables collectively make a significant contribution to the marketing performance of SMEs at Pujasera in Tegal City.

Keywords – *Product Variety; Product Price; Service Quality; Marketing Performance; SMEs*

I. INTRODUCTION

Small and Medium Enterprises (SMEs) have become one of the major contributors to economic development in Indonesia by generating employment opportunities, increasing household income, and supporting sustainable regional economic growth. Their flexibility and ability to adapt to changing market conditions enable SMEs to maintain economic resilience despite global economic uncertainty. Consequently, improving SME competitiveness has become an important concern for both government and business practitioners, particularly in sectors experiencing intense market competition (Aftitah et al., 2025). SMEs also play an important role in creating an inclusive and sustainable economic structure while supporting regional economic development (Mutí'ah & Retnaningdiah, 2020).

The increasingly competitive business environment requires SMEs to continuously improve their marketing performance (Kotler & Keller, 2016). Marketing performance reflects the extent to which a business achieves its marketing objectives through increased sales, customer satisfaction, profitability, and competitive advantage Rosmayani (2022). According to Kotler & Keller (2016), marketing performance is the result of integrated marketing activities that create, communicate, and deliver superior customer value. Furthermore, in the digital era, marketing performance is no longer measured solely by sales growth but also by customer engagement, customer lifetime value, and the successful implementation of digital marketing strategies (Namumiin et al., 2025). Therefore, businesses must effectively manage the elements of the marketing mix to achieve sustainable performance. In this study, marketing performance is examined through three important marketing variables, namely product variety, product price, and service quality.

Product variety represents the breadth and depth of products offered by a business to satisfy different customer needs (Indrasari, 2019). Product variety has become increasingly important as businesses must continuously adapt their product offerings to changing customer preferences and market trends (Ramadhon et al., 2025). Meanwhile, product price represents the amount of money customers are willing to exchange for the value offered by a product. Consumers increasingly evaluate products based on the

balance between price fairness and perceived quality, making pricing strategy an essential element of marketing competitiveness (Akram, 2025). An appropriate pricing strategy allows businesses to attract customers while maintaining profitability in a highly competitive market (Satriadi et al., 2021). In addition, service quality plays a significant role in creating positive customer experiences through reliable, responsive, and consistent services, ultimately contributing to long-term customer relationships and business success (Chandra et al., 2020). Excellent service quality strengthens customer satisfaction and loyalty while creating sustainable competitive advantages for SMEs (Djajanyo et al., 2026).

The present study focuses on SMEs operating at the Pujasera culinary center in Tegal City. Before January 2025, these SMEs operated in Jalan Kartini, one of the city's most strategic culinary areas with high visitor traffic and stable sales performance. Following the government's relocation policy to Jalan Melati, business conditions changed considerably. Many SME owners experienced a substantial decline in customer visits, sales volume, and business revenue. Interviews conducted with SME owners also revealed several problems, including limited product variety, less competitive product prices, and inconsistent service quality, all of which were considered to reduce marketing performance.

The decline in marketing performance is also supported by sales data collected from Pujasera SMEs. Monthly revenue increased from IDR 361,850,000 in November 2024 to IDR 385,200,000 in December 2024. However, after the relocation in January 2025, revenue gradually decreased throughout the observation period, reaching only IDR 122,275,000 in November 2025. Although sales temporarily increased during the Ramadan period, the overall trend indicates a substantial decline in marketing performance following the relocation. This phenomenon demonstrates that the SMEs encountered significant marketing challenges requiring further investigation.

Several previous studies have investigated the relationship between marketing variables and business performance. Firdausia (2023) reported that product variety positively contributes to customer satisfaction. Setiawan & Cholid (2021) found that product price significantly influences consumers' purchasing intentions among SMEs. Furthermore, Putra et al. (2024) concluded that service quality positively affects repurchase decisions and marketing performance in culinary businesses. Although these studies generally demonstrate positive relationships between marketing variables and business performance, they were conducted in different business environments and organizational contexts. Consequently, their findings cannot be directly generalized to culinary SMEs operating under post-relocation business conditions.

Although previous studies generally reported positive relationships between product variety, product price, service quality, and marketing performance, most were conducted in relatively stable business environments. Limited empirical evidence is available regarding culinary SMEs operating after business relocation, where customer accessibility and market conditions have changed substantially. Therefore, this study addresses this research gap by examining the simultaneous effects of product variety, product price, and service quality on the marketing performance of culinary SMEs that experienced significant changes in customer accessibility following relocation.

These research gaps provide the foundation for developing a more context-specific understanding of marketing performance among culinary SMEs affected by business relocation. The novelty of this study lies in examining the simultaneous effects of product variety, product price, and service quality on the marketing performance of culinary SMEs operating under post-relocation business conditions. Unlike previous studies conducted in relatively stable business environments, this study focuses on SMEs facing substantial changes in customer accessibility and market conditions following relocation. Consequently, the findings provide new empirical evidence regarding the determinants of marketing performance in a post-relocation business context.

Therefore, this study aims to examine the effects of product variety, product price, and service quality on the marketing performance of culinary SMEs at Pujasera in Tegal City. The findings are expected to contribute to the marketing management literature by providing empirical evidence on the determinants of marketing performance among culinary SMEs operating under post-relocation business conditions. In addition, this study offers practical insights for SME owners in formulating effective marketing strategies to improve marketing performance and strengthen business competitiveness following business relocation.

II. METHOD

This study employed a quantitative research approach to examine the effects of product variety, product price, and service quality on the marketing performance of Small and Medium Enterprises (SMEs) operating at the Pujasera culinary center in Tegal City. A quantitative approach was selected because it enables the measurement of relationships among variables through statistical analysis and provides empirical evidence for testing the proposed hypotheses (Sugiyono, 2023). The research adopted an explanatory design, aiming to explain the causal relationships between the independent variables and the dependent variable.

The study was conducted at Pujasera SMEs in Tegal City, Central Java, Indonesia. The population consisted of all SME owners operating in the Pujasera culinary center. Since the total population comprised 45 SME owners, this study employed a census (saturated sampling) technique, in which all members of the population were included as research respondents. Consequently, the total sample size was 45 respondents.

Primary data were collected using a structured questionnaire distributed directly to the respondents. Each questionnaire item was measured using a five-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) (Sugiyono, 2023). Prior to hypothesis testing, all questionnaire items were subjected to validity and reliability tests to ensure that the research instrument accurately measured the intended constructs and consistently produced reliable results (Ghozali, 2018).

This study examined four research variables consisting of three independent variables and one dependent variable. Product Variety (X_1) was measured based on the dimensions proposed by Indrasari, (2019), including product width, product length, product depth, and product consistency. Product Price (X_2) was measured through price affordability, price competitiveness, price suitability with product quality, and price suitability with perceived benefits, as suggested by Satriadi et al., (2021). Service Quality (X_3) was operationalized using the SERVQUAL dimensions developed by Chandra et al., (2020), namely tangibles, reliability, responsiveness, assurance, and empathy. Meanwhile, Marketing Performance (Y) was measured using indicators adapted from Rosmayani, (2022), including sales growth, customer growth, customer satisfaction, profitability, market competitiveness, and business sustainability.

Since the questionnaire data were collected using an ordinal Likert scale, the responses were transformed into interval data using the Method of Successive Interval (MSI) before conducting regression analysis (Suliyanto, 2018). The transformed data were subsequently analyzed using IBM SPSS Statistics (Ghozali, 2018). Several statistical procedures were employed, including descriptive statistics, instrument testing (validity and reliability), classical assumption tests, multiple linear regression analysis, hypothesis testing, and coefficient of determination analysis (Suliyanto, 2018).

The classical assumption tests consisted of the normality test, multicollinearity test, and heteroscedasticity test to ensure that the regression model satisfied the required statistical assumptions (Ghozali, 2018). The hypotheses were then tested using the t-test to examine the partial effect of each independent variable on marketing performance and the F-test to evaluate the simultaneous effect of product variety, product price, and service quality on marketing performance (Ghozali, 2018). Finally, the Adjusted R^2 coefficient

was calculated to determine the proportion of variance in marketing performance explained by the independent variables included in the regression model (Ghozali, 2018). The level of statistical significance adopted in this study was 5% ($\alpha = 0.05$).

III. RESULTS AND DISCUSSION

A. Respondent Characteristics

Descriptive statistics were employed to provide an overview of the respondents involved in this study. A total of 45 SME owners operating at the Pujasera Culinary Center in Tegal City participated as respondents.

TABLE I. RESPONDENT CHARACTERISTICS

Characteristics	Category	Frequency	Percentage (%)
<i>Gender</i>	Male	29	64
	Female	16	36
<i>Age</i>	20-30 Years	15	30
	30-40 Years	20	50
	40-50 Years	10	20
<i>Education Level</i>	Elementary School	3	7
	Junior High School	10	22
	Senior High School/Vocational School	27	60
	Bachelor's Degree	5	11
<i>Monthly Income</i>	IDR 500.000-1.000.000	26	58
	IDR 1.000.000-2.000.000	14	31
	IDR 2.000.000-2.500.000	5	11

Source: Processed Data, 2026

Table I shows that the majority of respondents were male (64%), while 36% were female. Regarding age distribution, most respondents were 30–40 years old (50%), followed by 20–30 years (30%) and 40–50 years (20%). In terms of educational background, 60% of the respondents had completed senior high school or vocational education, indicating that most SME owners possessed a secondary education level. Furthermore, the majority of respondents (58%) reported a monthly income ranging from IDR 500,000 to IDR 1,000,000, while 31% earned between IDR 1,000,000 and IDR 2,000,000, and only 11% reported monthly incomes between IDR 2,000,000 and IDR 2,500,000. These findings indicate that most businesses operated on a relatively small scale, reflecting the characteristics of micro and small culinary enterprises.

B. Instrument Testing

Before conducting hypothesis testing, the research instrument was evaluated through validity and reliability tests to ensure that each questionnaire item accurately measured the intended construct and consistently represented the research variables (Ghozali, 2018). The validity test was performed using 30 non-respondent samples, with an r-table value of 0.361 at a significance level of 5%. An item was considered valid when its calculated correlation coefficient (r-count) exceeded the r-table value (0.361) (Ghozali, 2018).

TABLE II. VALIDITY TEST RESULTS

Variable	Number of Items	r-Count Range	r-Table	Result
<i>Marketing Performance (Y)</i>	10	0,652-0,845	0,361	Valid
<i>Product Variety (X1)</i>	10	0,685-0,862	0,361	Valid
<i>Product Price (X2)</i>	10	0,640-0,783	0,361	Valid
<i>Service Quality (X3)</i>	10	0,650-0,807	0,361	Valid

Source: SPSS Output, 2026

The validity test results demonstrate that all questionnaire items across the four research variables had r-count values greater than the r-table value (0.361). Therefore, all forty questionnaire items were considered valid and appropriate for measuring the constructs of product variety, product price, service quality, and marketing performance.

Reliability testing was subsequently conducted using Cronbach's Alpha, with a minimum acceptable value of 0.60 (Suliyanto, 2018).

TABLE III. RELIABILITY TEST RESULTS

Variable	Cronbach's Alpha	Standard	Result
<i>Marketing Performance (Y)</i>	0,899	>0,60	Reliable
<i>Product Variety (X1)</i>	0,913	>0,60	Reliable
<i>Product Price (X2)</i>	0,889	>0,60	Reliable
<i>Service Quality (X3)</i>	0,887	>0,60	Reliable

Source: SPSS Output, 2026

As presented in Table III, all variables obtained Cronbach's Alpha values greater than 0.60, indicating that the research instrument possessed satisfactory internal consistency. Consequently, the questionnaire was considered reliable and suitable for further statistical analysis.

C. Classical Assumption Tests

Prior to hypothesis testing, the transformed data were examined through classical assumption tests to ensure that the multiple linear regression model met the required statistical assumptions (Ghozali, 2018). Because the original questionnaire responses were

measured using an ordinal Likert scale, the data were first transformed into interval data using the Method of Successive Interval (MSI) before regression analysis was performed (Ghozali, 2018).

1. Shapiro-Wilk Normality Test

The normality test was conducted using the Shapiro-Wilk test because the study involved 45 respondents, which is fewer than 50 observations (Ghozali, 2018).

TABLE IV. SHAPIRO-WILK NORMALITY TEST

Variable	Statistic	Sig.	Criterion	Conclusion
Unstandardized Residual	0,972	0,329	Sig. > 0,05	Normally Distributed

Source: SPSS Output, 2026

The Shapiro-Wilk test produced a significance value of 0.329, which is greater than 0.05, indicating that the regression residuals were normally distributed. Therefore, the normality assumption of the regression model was satisfied. This result was further supported by the Normal P-P Plot, where the residual points were distributed closely around the diagonal line, and by the Histogram, which exhibited a bell-shaped distribution after the data transformation.

2. Multicollinearity Test

TABLE V. MULTICOLLINEARITY TEST RESULTS

Variable	Tolerance	VIF	Conclusion
<i>Product Variety (X1)</i>	0,851	1,175	No Multicollinearity
<i>Product Price (X2)</i>	0,389	2,568	No Multicollinearity
<i>Service Quality (X3)</i>	0,352	2,844	No Multicollinearity

Source: SPSS Output, 2026

As shown in Table V, all independent variables had Tolerance values greater than 0.10 and VIF values below 10. These findings indicate that no multicollinearity existed among the independent variables, confirming that each variable contributed independently to the regression model.

3. Heteroscedasticity Test

The scatterplot demonstrates that the residual points are randomly distributed above and below the zero line without forming any systematic pattern. Therefore, the regression model does not exhibit heteroscedasticity, indicating that the variance of the residuals remains constant across observations. Consequently, the regression model satisfies the heteroscedasticity assumption and is appropriate for further analysis.

4. Multiple Linear Regression Analysis

Multiple linear regression analysis was employed to determine the direction and magnitude of the effects of product variety (X_1), product price (X_2), and service quality (X_3) on marketing performance (Y). The analysis was performed using the transformed interval data obtained through the Method of Successive Interval (MSI). The regression results are presented in Table VI.

TABLE VI. MULTIPLE LINEAR REGRESSION RESULTS

Variable	B	Std. Error	Beta	t	Sig.
<i>Constant</i>	-33,676	9,471	-	-3,556	0,001
<i>Product Variety (X1)</i>	-0,024	0,095	-0,024	-0,253	0,802
<i>Product Price (LN_X2)</i>	16,575	3,589	0,649	4,618	0,000
<i>Service Quality (X3)</i>	0,231	0,155	0,221	1,492	0,143

Source: SPSS Output, 2026

The regression results indicate that product variety has a negative regression coefficient (-0.024), implying that an increase in product variety is associated with a decrease in marketing performance, assuming the other variables remain constant. Conversely, product price has the highest positive regression coefficient (16.575), indicating that better pricing strategies substantially improve marketing performance. Likewise, service quality has a positive regression coefficient (0.231), suggesting that improved service quality tends to increase marketing performance, although the magnitude of the effect is relatively small compared with product price.

5. Hypothesis Testing

a. Partial Test (t-test)

TABLE VII. PARTIAL HYPOTHESIS TEST (T-TEST)

Hypothesis	Variable	t-value	Sig.	Decision
<i>H1</i>	Product Variety → Marketing Performance	-0,253	0,802	Rejected
<i>H2</i>	Product Price → Marketing Performance	4,618	0,000	Accepted
<i>H3</i>	Service Quality → Marketing Performance	1,492	0,143	Rejected

Source: SPSS Output, 2026

The results of the partial hypothesis test indicate that product variety has a negative but statistically insignificant effect on marketing performance ($t = -0.253$; $\text{Sig.} = 0.802 > 0.05$), indicating that H_1 is rejected. In contrast, product price has a positive and statistically significant effect on marketing performance ($t = 4.618$; $\text{Sig.} = 0.000 < 0.05$), supporting H_2 and demonstrating that an appropriate pricing strategy significantly enhances marketing performance. Furthermore, service quality exhibits a positive but statistically insignificant effect on marketing performance ($t = 1.492$; $\text{Sig.} = 0.143 > 0.05$), leading to the rejection of H_3 . These findings suggest that, among the three independent variables examined, only product price has a significant individual influence on the marketing performance of SMEs at the Pujasera Culinary Center in Tegal City.

b. Simultaneous Test (F-test)

TABLE VIII. SIMULTANEOUS HYPOTHESIS TEST (F-TEST)

Source	Sum of Squares	df	Mean Square	F	Sig.
<i>Regression</i>	1105,731	3	368,577	29,605	0,000
<i>Residual</i>	510,448	41	12,450		
<i>Total</i>	1616,178	44			

Source: SPSS Output, 2026

As presented in Table VIII, the regression model produced an F-value of 29.605 with a significance level of 0.000. Since $F = 29.605 > F\text{-table} = 2.83$ and $\text{Sig.} < 0.05$, the null hypothesis is rejected. Therefore, product variety, product price, and service quality simultaneously have a significant effect on marketing performance. These findings indicate that the regression model is suitable for explaining variations in marketing performance among SMEs at the Pujasera Culinary Center in Tegal City.

6. Coefficient of Determination

The coefficient of determination (Adjusted R^2) was calculated to determine the proportion of variance in marketing performance explained by the independent variables included in the regression model (Ghozali, 2018).

TABLE IX. COEFFICIENT OF DETERMINATION

R	R Square	Adjusted R Square	Std. Error	Durbin-Watson
0,827	0,684	0,661	3,528	2,395

Source: SPSS Output, 2026

The regression model produced an Adjusted R^2 value of 0.661, indicating that 66.1% of the variation in marketing performance can be explained by product variety, product price, and service quality. The remaining 33.9% is explained by other variables not included in the present study. These findings demonstrate that the regression model has relatively strong explanatory power in predicting marketing performance among the surveyed SMEs.

IV. CONCLUSIONS

This study concludes that product variety has a negative but insignificant effect on the marketing performance of SMEs at the Pujasera Culinary Center in Tegal City, whereas product price has a positive and significant effect, and service quality has a positive but insignificant effect. Simultaneously, these three variables significantly influence marketing performance, with an Adjusted R^2 value of 0.661, indicating that 66.1% of the variation in marketing performance is explained by product variety, product price, and service quality, while the remaining 33.9% is influenced by other variables outside this study. These findings provide practical implications for SME owners by emphasizing the importance of maintaining competitive pricing while improving product variety based on consumer needs and sustaining service quality. This study also contributes empirical evidence to the marketing management literature regarding the determinants of marketing performance among culinary SMEs in Tegal City. The study was limited by the data collection process, fluctuating monthly income of SME owners, and respondents' operational schedules following the relocation of the business location. Therefore, future research is recommended to include additional variables, such as promotion, product quality, business location, digital marketing, word of mouth, brand image, customer satisfaction, customer loyalty, purchasing decisions, product innovation, customer relationship management (CRM), and store atmosphere, as well as larger samples and more advanced analytical techniques, such as SEM-PLS or SEM-AMOS, to obtain more comprehensive findings.

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