

The Influence Of Market Orientation, Product Innovation, And Electronic Word Of Mouth (Ewom) On Customer Satisfaction Of Maybelline Cosmetics In Bandung City

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ABSTRACT

The increasing use of Maybelline cosmetics in Bandung is an example of a growing trend. Maybelline is known globally for its innovative and quality products. The growth of the cosmetics industry in Indonesia is currently encouraging manufacturers to innovate according to consumer needs so they can compete in the market. The purpose of this research is to look at how Maybelline cosmetics customers in Bandung feel about the brand after considering market orientation, product innovation, and e-WOM. Analysing data using descriptive and verification procedures, this research employs quantitative approach. The sample was comprised of one hundred individuals through the use of purposive sampling. A reliability and validity test was conducted on the questionnaire before it was distributed in order to gather data. Multiple linear regression analysis was performed on the data contained in this study using SPSS Statistics 25 at a significance level of 5%. Based on initial results, it appears that e-WOM greatly affects customer happiness, which in turn greatly affects product innovation, whereas orientation does not seem to have much of an effect on customer happiness. Maybelline cosmetics in Bandung are highly influenced by market orientation, product innovation, and e-WOM when taken as a whole. A potential limitation of the findings is their potential lack of generalisability due to the use of purposeful sample data.

Acknowledgment

Key word: Electronic Word of Mouth (e-WOM), Product Innovation, Market Orientation, and Customer Satisfaction

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INTRODUCTION

There is a lot of competition in the cosmetics and personal care sector due to the increasing demand for beauty products (Watulingas et al., 2022). Cosmetics made in the United States and elsewhere reflect this trend in the wide range of products available. Companies need to come up with fresh ideas if they want to survive in this market. Cosmetics from the Maybelline brand are famous all over the world for their inventive and high-quality products. In the highly competitive cosmetics industry, customer satisfaction plays a critical role in influencing brand loyalty, repurchase intentions,

and long-term market success. To explore this, data on customer satisfaction with Maybelline products was collected between 2021 and 2025, as shown in Table I.

Table 1. Maybelline Cosmetics Customer Satisfaction Data

Year	User	Recommend
2021	2.420	26%
2022	997	38%
2023	2.025	34%
2024	1.725	29%
2025	1.021	44%

Source: reviews.femaledaily.com

Table I showed the evident from the previously mentioned statistics, which highlight both the total number of Maybelline cosmetics users and the percentage of individuals who perceive the brand's products as high quality. Over the past five years, the number of users has fluctuated. In 2025, there were 1,021 users, which is much lower than the 1,725 users in 2024. In particular, some buyers were unhappy with Maybelline cosmetics because, among other things, the brand did not suit their skin type, the color and texture were too intense, and the price was too high compared to competing brands. As a result, customers feel dissatisfied. Several factors have been identified as influencing consumer satisfaction. According to Ramesh & Siranjeevi (2017), consumer satisfaction in the cosmetics industry is affected by packaging, product quality, promotion, and recommendations from friends or close relatives. Also stated that while predicting market needs in the cosmetics industry is challenging, understanding and striving to meet consumer needs can significantly influence their satisfaction. Therefore, despite the brand's international presence, consumer satisfaction can vary significantly across local markets due to cultural preferences, product expectations, and marketing effectiveness (Azhari & Nawawi, 2024).

Understanding what drives satisfaction among Maybelline users in Indonesia particularly in urban markets like Bandung is essential for both academic insight and practical application. Market orientation "views customers as the center of attention in all business operations," as stated by (Faerrosa et al., 2022). Therefore, market orientation is a way of thinking that makes customers the center of business attention. focusing on the market as the best way to foster a culture that motivates employees to do things that drive company success and satisfy customers (Apriyono, 2018). Focus on customers, focus on competition, and cooperation between departments are signs of market orientation, as stated by (Oktavinus et al., 2019). Market orientation is associated with higher levels of consumer satisfaction, according to existing research by (Subekti, 2021), (Zahara, 2022), and (Theofadilla & Handoyo, 2024). Customer satisfaction increases proportionally with the level of market orientation. However, contrary to popular belief Ramadhani & Budiarti (2025), Focusing on the market does not seem to boost customer happiness, according to the research. Internationalisation procedures and the levels of international performance that follow are both influenced by market orientation (MO) (Fernandes et al.,

2020).

Product innovation is the second component that influences consumer happiness. Product innovation refers to the process of developing or enhancing a product by utilizing an individual's expertise, abilities, and experience (Irfandi et al., 2024). As far as product innovation is concerned, product innovation can be defined as an improvement over a competitor's product that allows the product to serve a more practical purpose (Purwanto et al., 2017). Line expansion, new products, and completely new products (products that are new to the world) are some signs of product innovation according to (Syakhrani et al., 2023). Product innovation is one that is either brand new or has undergone substantial improvement in some way, whether it be in terms of functionality, design, technical specs, usability, or any number of other attributes (Mpandare & Li, 2020). Regarding studies on product innovation, research by Syakhrani et al (2023) and Zahara (2022) has found that variables related to product innovation have an impact on the level of happiness felt by consumers. Contrary to other research by Aminudins et al (2022), this research finds that product innovation has a small but detrimental impact on consumer happiness.

In today's internet-driven world, e-WOM consumer recommendations made through social media and other online platforms-also play a big role in how customers perceive a particular cosmetic brand. Electronic word of mouth refers to positive or negative feedback expressed by current or past customers, potential consumers, or business partners regarding a product or service (Riama, 2021). The internet allows consumers to publish their product reviews without meeting in person, improving WOM communication Muda & Khan (2020). According to research conducted on e-wom by Kadi et al (2021), Azzahra & MH Nainggolan (2022) and Apritama & Susila (2023), e-WOM significantly impacts consumer happiness. E-WOM has no impact on consumer happiness contrary to the findings of a study conducted by (Lista, 2025). Many individuals or organizations can access these opinions via the internet. Blogs, microblogs, email, review sites, forums, virtual consumer communications, social networking sites, and customer reviews are just a few of the many online means through which consumers can engage in e-WOM, or information exchange (Soinbala & Bessie, 2020). E-WOM indicators come from three factors, namely opinion valence, intensity and content (Herviani et al., 2020).

Previous studies have shown that market orientation, product innovation, and electronic word of mouth (e-WOM) significantly influence consumer satisfaction across various industries. However, limited research has explored how these factors interact specifically within the cosmetics sector in Indonesia, particularly among urban consumers such as Maybelline users in Bandung. Although each of these variables has been studied individually, there is a lack of research that examines all three simultaneously within a single framework, thereby highlighting the importance and relevance of this

study. More comprehensive research is also needed, especially in the domains of e-WOM, product innovation and market orientation. This study addresses that gap by focusing on Maybelline users in Bandung to understand how these factors influence satisfaction in a rapidly growing urban cosmetics market.

RESEARCH METHODS

This study focuses on Maybelline cosmetics. Maybelline is made by L'Oréal Indonesia in the Jababeka I Industrial Zone at Jalan Jababeka IV Blok V 10-33, 44-63, Cikarang, Pasirgombong, North Cikarang, Bekasi Regency, West Java 17530, Indonesia. This study uses quantitative, descriptive, and verification methodologies (Sugiyono., 2015). The study has one dependent and three independent variables. Customer satisfaction with services is the dependent variable. The independent factors are e-wom, product innovation, and market orientation. The variables were rated on a Likert scale.

The study targets Bandung women. Purposive, non-probability sampling was used. Women 17–50 who use Maybelline cosmetics and are active on social media are the target audience. This group was chosen because they are digitally connected consumers who are exposed to and impacted by product innovation, market orientation, and electronic word of mouth, making them ideal for assessing cosmetics consumer happiness.

Survey participants numbered 100. In survey research, the Cochran formula is used to compute the minimal number of respondents for a representative sample. Systematic questionnaires based on past research were used to collect data. The questionnaire had reliability and validity tested before distribution to verify each item measured the relevant variables. To ensure the instrument's applicability for the study, several tests were performed throughout data processing to verify response consistency and accuracy. A hypothesis was examined using classical assumption tests, multiple linear regression, multiple correlation, correlation coefficient testing, t-tests, and F-tests.

RESULT AND DISCUSSION

RESULT

Respondent Description

Table 2. Respondent Description

Respondent Data	Respondent Description	Amount	Percentage
Respondent's Age	17-25 Year	42	42%
	26-33 Year	49	49%
	43-50 Year	9	9%
Respondent's Occupation	Student/Students	25	25%
	Employee	35	35%
	Housewife	11	11%

Respondent Data	Respondent Description	Amount	Percentage
Respondent's Income	Civil Servants	12	12%
	Self-employed	17	17%
	<1.000.000	11	11%
	Rp1.000.000- Rp3.000.000	32	32%
	>Rp3.000.000	57	57%

Source: Data processed, 2025

Table 2 indicates that 49 respondents, representing 49% of the total, fall within the age range of 26-33 years. This age group makes up the largest portion of buyers for Maybelline cosmetics. Additionally, 35 individuals, or 35% of the total respondents, are employed, while the majority (57%) earn more than IDR 3,000,000.

Validity Test

If the research questionnaire passes the validity test, then the questionnaire can be considered valid. The validity test findings of this study are shown below:

Table 3. Validity Test Results

Variable	Statement Items	r count	r table	Information
Market Orientation (X1)	P1	0,629	0,3	Valid
	P2	0,659	0,3	Valid
	P3	0,603	0,3	Valid
	P4	0,628	0,3	Valid
	P5	0,571	0,3	Valid
	P6	0,521	0,3	Valid
Product innovation (X2)	P1	0,628	0,3	Valid
	P2	0,578	0,3	Valid
	P3	0,613	0,3	Valid
	P4	0,717	0,3	Valid
	P5	0,631	0,3	Valid
	P6	0,508	0,3	Valid
Electronic Word Of Mouth (E-WOM) (X3)	P1	0,596	0,3	Valid
	P2	0,657	0,3	Valid
	P3	0,626	0,3	Valid
	P4	0,684	0,3	Valid
	P5	0,609	0,3	Valid
	P6	0,623	0,3	Valid
Customer Satisfaction (Y)	P1	0,607	0,3	Valid
	P2	0,621	0,3	Valid
	P3	0,656	0,3	Valid
	P4	0,606	0,3	Valid
	P5	0,443	0,3	Valid

Variable	Statement Items	r count	r table	Information
	P6	0,467	0,3	Valid
	P7	0,643	0,3	Valid
	P8	0,611	0,3	Valid

Source: Data processed, 2025

The r values for all variables in Table 3 are positive, exceeding the limit of 0.3 set by the r table. With a total of 26 statement items, each of the four variables in this study has valid indicators.

Reliability Test

Measuring the same object repeatedly with the same results is the goal of reliability testing. The reliability test results are below:

Table 4. Reliability Test Results

No	Variable	Cronbach Alpha	Reliability Standards	Information
1	Market Orientation (X1)	0,641	0,60	Reliable
2	Product Innovation (X2)	0,657	0,60	Reliable
3	Electronic Word of Mouth (e-WOM) (X3)	0,697	0,60	Reliable
4	Customer Satisfaction (Y)	0,714	0,60	Reliable

Source: Data processed, 2025

Table 4 showed that the Cronbach Alpha values for all variables exceed 0.60, indicating that the variables X1, X2, X3, and Y in this study are reliable and suitable for use.

Normality Test

Normality test conducted to determine if the data adheres to a normal distribution. Researchers conduct a normality test to assess the distribution of the studied variables. The results of this normality test can be seen in Table 5.

Table 5. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		100
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.97339225
Most Extreme Differences	Absolute	.081
	Positive	.033
	Negative	-.081
Test Statistic		.081
Asymp. Sig. (2-tailed)		.105 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: Data processed, 2025

Table 5 illustrates the results for all variables. The significance value (Sig 2-tailed) for the regression model in this study indicates a normal distribution, as evidenced by a Kolmogorov Smirnov test result of 0.105, which is greater than the 0.05 threshold.

Coefficient Of Determination

The coefficient of determination (R^2) varies between 0 and 1 and is utilized in research to determine the percentage of the total effect that variable X has on variable Y, indicating how much variable X can account for the variations in variable Y.

Table 6. Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.835 ^a	.697	.688	2.00399

a. Predictors: (Constant), *E-WOM*, MARKET ORIENTATION, PRODUCT INNOVATION

Source: Data processed, 2025

There is an Adjusted R Squared coefficient of 0.688 between market orientation (X1), product innovation (X2), and e-commerce (X3) with customer happiness (Y), as shown in table 6. From this analysis, it can be inferred that the X1 variables, which pertain to market orientation, the X2 variables linked to product innovation, and the X3 variables together represent 47.3% of the correlation with Y, specifically customer satisfaction. The remaining 52.7% is attributed to factors outside of these variables.

Multiple Linear Regression

The multiple linear regression equation predicts how changes in independent variables (X) affect a dependent variable (Y). Multiple linear regression analysis determines how much the independent factors affect the dependent variable. The following table shows multiple linear regression results.

Table 7. Multiple Linear Regression Results

Coefficients ^a			
Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	18.693	5.154	
1 Market Orientation (X1)	-.030	.154	-.011
Product Innovation (X2)	.191	.087	.173
<i>E-WOM</i> (X3)	.607	.069	.701

a. Dependent Variable: Customer Satisfaction (Y)

Source: Data processed, 2025

Regression provides a positive constant value: $Y = 18.693 - 0.030 X_1 + 0.191 X_2 + 0.607$. Each unit rise in X_1 decreases customer satisfaction (Y) by 0.030 units across all consumers. However, product innovation (X_2) has a positive regression coefficient of 0.191, indicating a positive association with customer satisfaction. Increasing product innovation (X_2) by one unit increases customer satisfaction (Y) by 0.191 units. Additionally, e-WOM (X_3) exhibits a positive regression coefficient of 0.607. For each unit increase in X_3 , customer satisfaction (Y) rises 0.607 units.

These results are in line with various previous studies. According to research conducted by (Zahara, 2022). Higher market orientation increases consumer satisfaction. This supports past studies indicating that market orientation strongly affects customer happiness. Furthermore, (Subekti, 2021) confirmed that market orientation has a positive impact on customer satisfaction.

According to research Syakhrani et al (2023) stated that product innovation positively affects consumer satisfaction, and (Subekti, 2021) Product innovation and consumer satisfaction are strongly correlated. This shows that customer expectations about company product advancements can increase customer happiness and joy.

Showed a positive relationship indicating that e-WOM significantly affects customer satisfaction (Apritama & Susila, 2023). According to the research by (Itasari et al., 2020), electronic word of mouth has a significant partial influence on consumer satisfaction. Additionally, (Nabawi & Siregar, 2024) found that e-WOM positively affects consumer satisfaction, according to research. Thus, e-WOM can boost customer satisfaction.

Partial Hypothesis Test (t-Test)

For seeking brief insights into the effects or connections between two variables, using a t-test or a partial test is an effective option. The outcomes of the partial hypothesis test are shown in the Table 8.

Table 8. Partial Hypothesis Test Results

Coefficients ^a		
Model	T	Sig.
1 (Constant)	3.627	.000
MARKET ORIENTATION	-.194	.846
PRODUCT INNOVATION	2.198	.030
E-WOM	8.810	.000
a. Dependent Variable:	CUSTOMER SATISFACTION	

Source: Data processed, 2025

An analysis of the t test findings for hypothesis testing is presented below:

1. Based on the t-table value of 1.984, the market orientation variable (X_1) has a computed t value

of -0.194, under 1.984, and a significance level of 0.846. This significance value above the 0.05 criterion's 5% threshold, thus we accept H0 and reject H1. The null hypothesis of this study states that market orientation (X1) does not affect consumer satisfaction (Y).

2. In contrast, the t-table value of 1.984 differs from the computed t value of 2.198 for product innovation (X2), which is greater with a significance level of 0.030. H0 is rejected and H2 accepted because the significance value is below 0.05. Product innovation (X2) considerably impacts consumer happiness (Y), validating the second hypothesis.
3. The estimated t value of 8.810 for e-wom (X3) exceeds the t-table value of 1.984, with a significance level of 0.000. Given a significance criteria of 0.05, this significance value is below 5%, thus we can reject H0 and accept H3. E-wom (X3) considerably affects consumer satisfaction (Y), supporting the third hypothesis.

Simultaneous Hypothesis Test (f-Test)

The significant influence of the three independent variables (X1, X2, and X3) on the dependent variable (Y) can be tested using the f test. The following table displays the results:

Table 9. Simultaneous Hypothesis Test Results

ANOVA ^a			
Model		F	Sig.
1	Regression	73.774	.000 ^b
	Residual		
	Total		
A. Dependent Variable: Customer Satisfaction			
B. Predictors: (Constant), <i>E-Wom</i> , Market Orientation, Product Innovation			

Source: Data processed, 2025

The following table shows the F-test results: the null hypothesis (H0) is rejected and the alternative hypothesis (H4) is accepted because the significance value (0.000) is below 0.05 and the estimated F-value (73.774) above the crucial F-table value (2.70). This supports the fourth hypothesis that market orientation (X1), product innovation (X2), and electronic word of mouth (X3) affect consumer happiness (Y).

DISCUSSION

The Influence of Market Orientation on Customer Satisfaction with Maybelline Cosmetics in Bandung City

The findings of this research support other research conducted by Ramadhani & Budiarti (2025) confirming that market orientation does not significantly affect customer delight. Consumers are less happy with Maybelline cosmetics when market orientation is low. Good market orientation can affect a company's long-term success in a competitive market. Thus, Maybelline's market orientation must properly comprehend its target market and consumer wants and preferences. Maybelline cosmetics may lose popularity if consumer needs are not addressed. To adapt to changing tastes, market research and customer feedback analysis are essential. A strong market orientation boosts consumer satisfaction, brand loyalty, and competitiveness in the dynamic beauty business (Fernandes et al., 2020).

The Influence of Product Innovation on Customer Satisfaction with Maybelline Cosmetics in Bandung City

Product innovation has an important role in determining customer happiness in this context. Customers will be more inclined to continue using Maybelline cosmetics if the company introduces interesting developments. The findings of this research are consistent with previous research conducted by Syakhrani et al (2023), Subekti (2021), and Zahara (2022) confirming that the increase in satisfied customers is directly proportional to the development of new products. The company is expected to continuously improve the quality of ingredients in its products, produce a variety of products, innovate according to customer preferences, and enhance its existing cosmetic product lines. This recommendation is based on the three indicators used in this study: line extensions, me-too products, and entirely new-to-the-world products (Ndruru et al., 2025).

The Influence of Electronic Word-of-Mouth (e-WOM) on Customer Satisfaction with Maybelline Cosmetics in Bandung City

This study shows the important role e-WOM plays in ensuring happy customers. Positive feedback in the form of comments, reviews, and ratings shows that e-wom is good. The results of this research are in line with previous research conducted by Kadi et al (2021), Azzahra & MH Nainggolan, (2022) and Apritama & Susila (2023) e-wom has been proven to significantly increase consumer satisfaction. Variables related to market orientation, product innovation, and e-WOM all impact consumer happiness. Businesses can gain a deeper understanding of their consumers' wants, needs and challenges by adopting a market-oriented mindset. Customers are more likely to be satisfied when a business is able to read the market and act accordingly. Other research confirms the findings of this research by (Subekti, 2021) confirming that there is a strong correlation between consumer happiness

and market orientation and product innovation. Consistent with previous research by (Alwi et al., 2026), this research finds that E-WOM and product innovation influence consumer happiness.

This study found that while market orientation does not affect customer satisfaction, but product innovation and e-WOM do for Maybelline cosmetics consumers in Bandung. This study has limitations despite these positive results. Purposive sampling of Bandung women aged 17–50 restricts the generalisability of the results. Questionnaires may also generate response bias because participants may give socially preferred responses rather than objective ones. Cross-sectional studies struggle to infer long-term causal correlations between variables.

CONCLUSION

The research indicates that market orientation doesn't affect Maybelline cosmetics clients' pleasure in Bandung, according to research. The results indicate that product innovation is vital to Maybelline customer satisfaction in this city. Consumer satisfaction with Maybelline cosmetics in Bandung was also considerably affected by E-WOM. Combining market orientation, product innovation, and E-WOM increased customer satisfaction.

The cosmetics industry needs ongoing innovation and strategic digital communication. The results show that organisations should prioritise product development and digital presence to satisfy customers. The study's purposeful sampling of Bandung women aged 17–50 limits its generalisability. Next research should increase the demographic scope, use probability sampling, and add factors for a more complete analysis.

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