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Research Article

Implications of Marketing Performance for Culinary MSMES

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ABSTRACT

The growth rate of MSME performance faces challenges in expanding its business scale. This is attributed to the limited capacity of MSME actors to develop strategic policies. The objective of this research was to assess the degree of entrepreneurial marketing transformation among MSME players in West Java. The research employed an associative quantitative research method, utilizing proportional-clustered-random-sampling as the sampling technique. Primary and secondary data sources were utilized, with data collection conducted through observation, literature review, interviews, and questionnaires. The analysis technique employed SEM analysis with the LISREL 8.0 program. The findings revealed that the application of market orientation, entrepreneurial orientation, product innovation, and competitive advantage is crucial for the MSME sector to enhance its marketing performance capabilities. Particularly, factors such as risk-taking and innovation play a significant role. These findings have practical implications, as they suggest that MSME actors should prioritize these factors to ensure the sustainability of their businesses

Keywords: Market Orientation, Entrepreneurial Orientation, Product Innovation, Competitive Advantage, Marketing Performance.

INTRODUCTION

Indonesia's economy has witnessed a decrease in growth, primarily due to the impact of the COVID-19 pandemic on weak investment and declining household consumption. The reduction in people's purchasing power has resulted in a decline in household consumption, leading to a decrease in income for numerous businesses. While some businesses have opted to adapt by making adjustments such as employee layoffs, others have been compelled to shut down operations (Fatimah, Komara, & Noviany, 2022). Nevertheless, despite the widespread impact on various sectors, there remain opportunities and prospects for economic recovery at the grassroots level, particularly through micro, small, and medium enterprises (MSMEs).

From 2016 to 2019, MSMEs have experienced an annual growth rate of approximately 4.2%, making them a crucial component of Indonesia's economy. These enterprises have consistently contributed around 50% to the country's Gross Domestic Product (GDP) (S. Fatimah & Purdianto, 2023). However, the COVID-19 pandemic has had a significant impact on MSMEs, leading to a staggering 57% decrease in sales, according to data from the Ministry of Cooperatives and MSMEs. Despite this decline in income, MSMEs continue to serve as a viable option for sustaining the people's economy at the grassroots level. This is primarily due to the inherent flexibility and adaptability of MSMEs, which enable them to navigate market conditions effectively (S. Fatimah & Purdianto, 2023). Additionally, MSMEs play a crucial role in utilizing local resources, including both labor and raw materials, to produce consumer goods.

The region of Java Island, which comprises nearly 16 million MSME players or 61.23% of the total, stands out as the area with the highest number of MSME players in Indonesia. Moreover, Java Island, known for its significant demographic distribution of population, serves as the focal point for the concentration of MSMEs,

as illustrated in the subsequent table.

Table 1. MSMEs in Java by Number of Actors

No	Province	Number of MSME Players	Percentage
1	West Java	6.640.876	41,93%
2	Central Java	4.626.928	29,21%
3	East Java	4.569.822	28,85%
Total		15.837.626	100%

Source: Central Bureau of Statistics, 2021

West Java can be categorized into various agglomeration areas, each with its own distinct characteristics. These areas include Bodebekpunjur (Bogor, Depok, Bekasi, Puncak, Cianjur and surrounding areas); Purwasuka (Purwakarta, Subang, and Karawang); Bandung Basin (Bandung City, Bandung Regency, West Bandung Regency, Cimahi City, and Sumedang Regency); Ciayumajakuning (Cirebon City, Cirebon Regency, Indramayu Regency, Majalengka Regency, and Kuningan Regency); East Priangan - Pangandaran (Garut, Tasikmalaya, Ciamis, Banjar and Pangandaran); and Sukabumi and surrounding areas.

Ciayumajakuning, in particular, is considered a key development area that is proactive in addressing the development needs of border areas. In the region, the micro, small, and medium enterprises (MSMEs) sector plays a crucial role in driving regional economic growth. One of the ways in which it contributes is by enhancing the performance of MSMEs. The Ciayumajakuning region is home to a significant number of MSME players, with a total of 935,248 individuals engaged in various business activities. These business actors are involved in different sub-sectors, including batik, embroidery, crafts, fashion, culinary, convection, and other services. Among these sub-sectors, the culinary industry stands out with the largest number of MSME actors, totaling 334,707 individuals.

The culinary industry is a popular choice among MSMEs due to its resilience in times of crisis (Retnawati & Retnaningsih, 2019). This is because food and beverages are essential needs that everyone must fulfill. Currently, the culinary business is experiencing growth as the market demands practicality in food preparation, serving, and consumption. This indicates that there are significant opportunities in the culinary industry. Therefore, MSME players in this sector must continuously strive to maintain their business performance, which can be reflected through their marketing performance. Marketing performance serves as a measurement tool to assess the organization's success in implementing strategies to achieve its goals, objectives, vision, and mission (Ferdinand, 2011).

Despite the high demand for culinary businesses and their ability to survive in crisis conditions, success is not always guaranteed. Many culinary businesses have failed in a relatively short amount of time. This can be attributed to the static nature of market conditions, as well as the limited sales areas of culinary MSMEs in Ciayumajakuning. Few culinary businesses expand their marketing to other regions around West Java or beyond, which can hinder their ability to maintain marketing performance in competitive markets. As such, it is crucial for MSME players, including culinary MSMEs, to prioritize the maintenance of their marketing performance.

Business entities must engage in product innovation in order to differentiate themselves from their competitors and gain a competitive edge, thereby enhancing their marketing performance to a more optimal level (Handayani et al., 2022). Research focusing on similar subjects and contexts has also highlighted the significance of product innovation in sustaining the marketing performance of micro, small, and medium-sized enterprise (MSME) players (Merakati et al., 2017); (Pramuki & Kusumawati, 2020). The primary source of this challenge lies in the limited knowledge and capacity to develop products, as well as the scarcity of production resources. In addition to product innovation, the competitive advantage possessed by business actors is another influential factor that can impact marketing performance. Numerous prior studies have demonstrated that competitive advantage can effectively maintain and even stimulate an optimal and sustainable growth in marketing performance (Retnawati & Retnaningsih, 2019); (Handayani et al., 2022).

The authors of previous research on relevant topics have identified various factors that could be the root cause. However, market orientation and entrepreneurial orientation have been highlighted as the most crucial factors (Balodi, 2014; Montiel-Campos, 2018), particularly in similar research settings, such as the MSME sector (Amin et al., 2016; Merakati et al., 2017). MSME players in Ciayumajakuning are still primarily focused on strengthening their internal resources and have not given much attention to their competitors' conditions. Furthermore, the relatively static market conditions, where demand patterns tend to be predictable, can also contribute to this issue. Weak expectations of business development can also stem from a lack of courage to take a stand in conditions of relatively low market uncertainty. Additionally, limited resources, such as capital and human resource competencies, can lead to low risk-taking ability.

Furthermore, apart from the disparity in locus conditions, this investigation also takes into account the research gaps stemming from the constraints of prior studies. Although these studies do exhibit discrepancies in the configuration of the research model, the author harbors doubts regarding the ability of the established research model structure to offer a comprehensive and cohesive depiction of marketing performance.

Several relevant studies have indicated that both market orientation and entrepreneurial orientation play a positive and significant role in driving product innovation (Atuahene-Gima & Ko in Dahana et al, 2021).

Product innovation, in turn, acts as a mediator in the relationship between market orientation and marketing performance, with market orientation being a crucial component in achieving a competitive advantage through product innovation (Baker & Sinkula in Cho & Lee, 2020). Entrepreneurial orientation is seen as a strategic effort to attain competitive advantage (Covin & Miles in Fatikha & Sumiati, 2021), and the success of product innovation and optimal marketing performance can demonstrate the extent of an organization's entrepreneurial orientation capabilities (Fellnhofer, 2019). Both entrepreneurial orientation and market orientation are identified as driving factors for the success of product innovation (Boso et al., 2019). Market orientation can also act as a mediator between entrepreneurial orientation and marketing performance (Amin et al., 2016; Cho & Lee, 2020), while competitive advantage can mediate the impact of both entrepreneurial orientation and market orientation on marketing performance (Fatikha & Sumiati, 2021). Previous studies have primarily focused on large-scale industries and dynamic market conditions, but future research should explore different industrial sectors. In this case, the author applies these findings to the MSME sector.

Based on the empirical and research gaps identified in previous studies, the authors developed a research model that combines the causal relationships between the variables under investigation. This model elucidates how market orientation and entrepreneurial orientation, as components of an organization's strategic policy orientation, can enhance product innovation capabilities and lead to competitive advantage. Ultimately, this can result in improved marketing performance.

LITERATURE REVIEW

Market Orientation

Market orientation is a crucial strategic approach for organizations to develop their marketing strategies. It involves understanding the organizational culture and market behavior to effectively anticipate market needs, competitor conditions, and build long-term relationships with customers and stakeholders. The primary goal of market orientation is to deliver superior value to customers by utilizing insights gained from customer and competitor analysis. This knowledge is then shared across all levels of the organization. Market orientation also encourages a culture of experimentation and continuous improvement in the company's processes and systems. The measurement of market orientation is done through various dimensions, such as customer orientation, competitor orientation, and coordination between functions.

Entrepreneurial Orientation

Entrepreneurial orientation plays a crucial role in determining an organization's strategic marketing policy and is closely linked to its organizational culture. By formulating strategies based on entrepreneurial orientation, organizations can make more visionary strategic decisions in their business operations. Entrepreneurship is a multidisciplinary concept that encompasses sociology, economics, psychology, and management. It involves risk-taking, policy-making, organizational design, and innovation. The research context identifies five measurement dimensions and indicators for entrepreneurial orientation: innovativeness, risk-taking, proactiveness, competitive aggressiveness, and autonomy.

Product Innovation

Maintaining products to always be in demand by consumers requires creative efforts such as making innovations from the products offered, with the hope of making consumers not move to other similar substitute product choices. A more comprehensive interpretation of product innovation is provided by Kuratko & Hodgetts (2014) who provide a definition that product innovation is an industrial mechanism related to an invention, development of new, more modern products, modification of existing product designs on the market, and the use of better and new components or materials for existing products. The dimensions of measuring product innovation according to (Kuratko & Hodgetts, 2014) and the development of measurement indicators which include: (1) discovery, (2) development, (3) duplication, (4) synthesis.

Competitive Advantage

Competitive advantage refers to the edge a company has over its competitors by delivering superior value to consumers, either through lower prices or by offering additional benefits that justify higher prices (Kotler & Keller, 2016). Porter, in Bambang et al., (2021), has identified several dimensions for measuring competitive advantage, including: (1) Competitive pricing, (2) Unique product offerings, and (3) Difficulty in being substituted.

Marketing Performance

Marketing performance refers to the evaluation of an organization's effectiveness in managing its business operations. It is a reflection of the outcomes achieved through the implementation of strategic marketing policies. According to Voss and Voss in Supriadi et al. (2019), marketing performance is the outcome of a well-designed marketing plan that encompasses sales growth, customer growth, and profitability, all aligned with the company's business objectives. In order to further analyze company performance, Voss and Voss in Supriadi et al. (2019) propose measurement dimensions that include sales growth, customer growth, and profit growth. These indicators serve as valuable tools for assessing the overall success of a company's marketing

efforts.

METHODOLOGY

Research Design

The research employed a quantitative research method, specifically descriptive analysis and verification analysis, also known as associative quantitative analysis (Sugiyono, 2018). A survey method was utilized to gather data from MSME actors, with data collection techniques including interviews and questionnaires. The study focused on MSME players in the culinary sector in the Ciayumajakuning region. The data in this study can be categorized as primary and cross-sectional data.

The population for this study consisted of all MSME players in the culinary sub-sector business category in Ciayumajakuning, totaling 334,707. To determine the sample size, the Slovin formula was applied, resulting in a sample size of 400 with a precision level (e) set at 5%. For the analysis, Structural Equation Modeling (SEM) was employed using LISREL 8.80, based on the research methods and references mentioned earlier. The path analysis diagram below provides an overview of the research model.

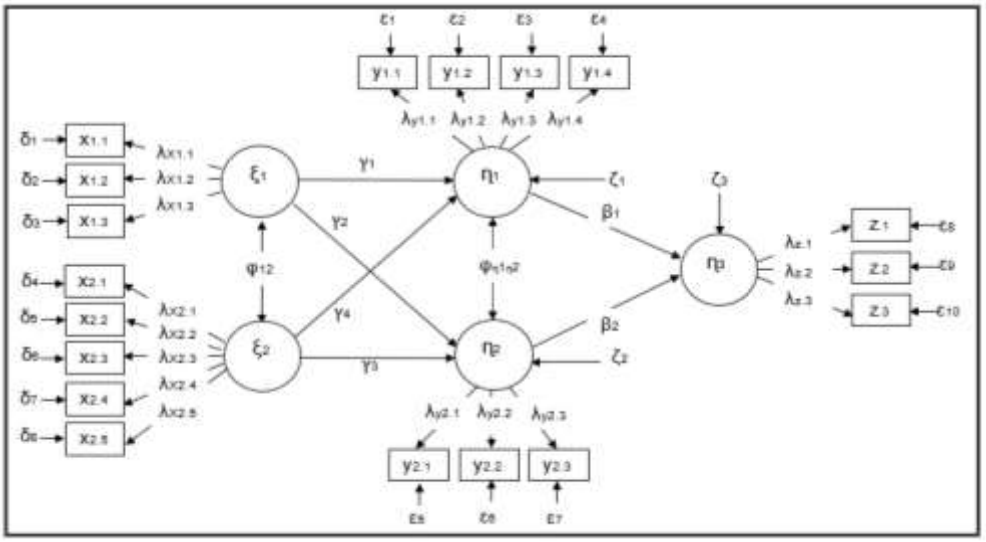

Figure 1. Research Model Structure

RESULTS

The participants in this study were small and medium-sized enterprises (MSMEs) in the culinary sector located in the Ciayumajakuning region, which includes Cirebon City, Cirebon Regency, Indramayu Regency, Majalengka Regency, and Kuningan Regency. There were a total of 400 respondents, as determined by the research methodology.

When looking at the profile of the respondents, it was found that the majority of them were women. This is because women generally possess business skills that contribute to the economic well-being of their families or households. The culinary MSMEs in Ciayumajakuning are primarily micro enterprises operating on a small scale, with the main objective of improving the economic status of their families. In terms of age, the respondents were mostly between 41 and 50 years old. This is because the culinary MSME players in Ciayumajakuning belong to Generation X and are typically married. However, there is also a growing interest among millennials (Generation Y) below the age of 40 to engage in the culinary MSME sector. The presence of Generation Y is expected to bring innovation and positive changes to the industry.

When considering the level of education, the majority of respondents had completed high school. Many individuals in this generation become MSME entrepreneurs with the aim of improving their own lives and the economic well-being of their families. Furthermore, the majority of culinary MSMEs in Ciayumajakuning have been in operation for 4 to 7 years, indicating a consistent and sustainable business presence. However, in terms of business development, there is still room for improvement in order to achieve optimal performance growth.

The outcomes obtained from assessing the instrument's validity through the pearson-product-moment correlation method using IBM SPSS version 25 are presented below:

Table 2. Validity Test Results

Research Instruments	Market Orientation	Entrepreneurial Orientation	Product Innovation	Competitive Advantage	Marketing Performance
Item 1	0,418	0,802	0,634	0,456	0,595
Item 2	0,614	0,611	0,457	0,548	0,598
Item 3	0,571	0,606	0,547	0,522	0,427
Item 4	0,611	0,778	0,651	0,562	0,553

Item 5	0,446	0,698	0,582	0,498	0,592
Item 6	0,623	0,582	0,561	0,500	0,561
Item 7	0,662	0,801	0,508	0,531	0,571
Item 8	0,651	0,658	0,543	0,542	0,500
Item 9	0,672	0,763	0,714	0,478	0,447
Item 10	0,671	0,688	0,673	0,481	0,451
Item 11	0,481	0,528	0,617	0,521	0,555
Item 12	0,457	0,638	0,605	0,483	0,432
Item 13	0,621	0,504	0,467	0,523	0,484
Item 14	0,578	0,772	0,478	0,472	0,561
Item 15	0,472	0,718	0,571	0,584	0,757
Item 16		0,764	0,612		
Item 17		0,524			
Item 18		0,668			
Item 19		0,577			

Source: Research Data Processing, 2022

Based on the table above, the research instruments for market orientation, entrepreneurial orientation, product innovation, competitive advantage, and marketing performance have all been deemed valid with a r-value greater than 0.300. These instruments can now be utilized as research data for further analysis. To ensure reliability, Cronbach's Alpha parameter was used with IBM SPSS software version 25, and the calculated value of Cronbach's Alpha reliability for the research variables was found to be greater than 0.7. The reliability test results for the research variables are summarized below:

Table 3. Reliability Test Results

No	Variable	Cronbach's αlpha Score	Critical Cronbach's αlpha Score	Decision
1	Market Orientation	0,851	0,700	Reliable
2	Entrepreneurial Orientation	0,927	0,700	Reliable
3	Product Innovation	0,864	0,700	Reliable
4	Competitive Advantage	0,796	0,700	Reliable
5	Marketing Performance	0,825	0,700	Reliable

Source: Research Data Processing, 2022

The results of the reliability test indicate that all variables used in the study have a Cronbach's Alpha score greater than 0.700. This means that all research variables can be considered reliable and can be used in the next stage of testing and analysis. To assess the normality assumption, the Kolmogorov-Smirnov test was conducted using IBM SPSS software version 25. In order for the normality assumption to be met, the significance level (Asymp Sig.) should be greater than 0.05 or 5%. The results of the normality test are presented in the output table of the one sample Kolmogorov-Smirnov test.

Table 4. Normality Test Results

One-Sample Kolmogorov-Smirnov Test						
		X1	X2	Y1	Y2	Z
N		400	400	400	400	400
Normal Parameters[a,b]	Mean	46.4638	57.8814	49.2067	46.6297	46.7615
	Std. Deviation	8.00587	11.78072	8.59431	7.97513	7.58403
Most Extreme Differences	Absolute	0.081	0.076	0.078	0.082	0.084
	Positive	0.071	0.070	0.044	0.064	0.051
	Negative	-0.081	-0.076	-0.078	-0.082	-0.084
Test Statistic		0.080	0.076	0.078	0.082	0.084
Asymp. Sig. (2-tailed)		.114c	.145c	.126c	.088c	.074c

Source: Research Data Processing, 2022

All the research variables have a significance value (Asymp Sig.) greater than 0.05, indicating that they are normally distributed and suitable for the next stage of data analysis. The results of the overall research model calculation, represented by the structural model path diagram, are as follows:

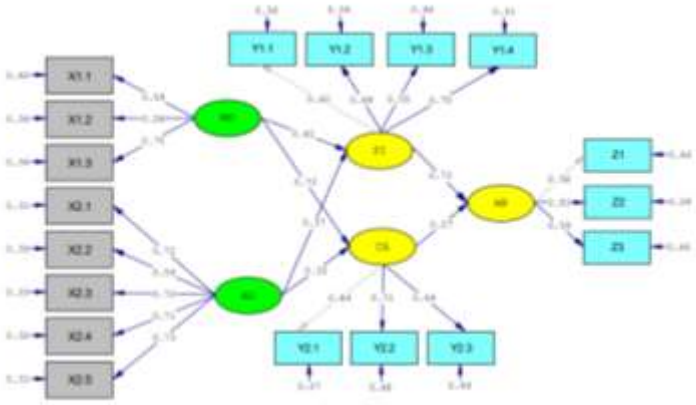

Figure 2. Research Model Structure Analysis Results
Source: Research Data Processing, 2022

DISCUSSION

The testing of partial hypotheses has led to the determination of tvalue (γ1) > ttable, which has resulted in the decision that both market orientation (0.610>1.966) and entrepreneurial orientation (0.370>1.966) have a significant impact on product innovation. The research findings have further reinforced the notion that market orientation is a crucial precursor and has a positive and significant influence on the ability to innovate products (Henard & Szymanski in Kamboj & Rahman, 2017); (Atuahene-Gima & Ko in Dahana et al., 2021). A strong market orientation can indicate the level of absorption of market information by business actors in the development of good products (Jaworski & Kohli in Supriadi et al., 2019). The study has also provided new insights into the weaker impact of entrepreneurial orientation on product innovation in the MSME sector. This is because entrepreneurial orientation involves the creation of new resource combinations that may require competencies that are not currently available in the organization, necessitating greater risk-taking and experimentation capabilities (Bertrand & Mol, 2013).

The testing of partial hypotheses yielded a tvalue (γ2) value greater than ttable, leading to the conclusion that both market orientation (0.720>1.966) and entrepreneurial orientation (0.320>1.966) have a significant impact on competitive advantage. These findings align with previous research indicating that market-oriented MSMEs are more adaptable and better equipped to withstand market turbulence (Rahmadi & Dewandaru, 2021), and that a competitive pricing strategy can enhance their competitive advantage (Puspaningrum, 2020). Additionally, the study supports previous research indicating that entrepreneurial orientation is a crucial factor in achieving competitive advantage (Zeebaree & Siron, 2017); (Fatikha & Sumiati, 2021), particularly when combined with business strategies that prioritize quality and product specialization (Arbawa & Wardoyo, 2018).

The testing of partial hypotheses yields the determination that the tvalue (β1) is greater than ttable, leading to the conclusion that product innovation has a significant impact on marketing performance. Based on the analysis and testing of hypotheses, it can be inferred that product innovation has a positive and significant partial influence on marketing performance. The findings of this research align with previous studies, which suggest that MSME actors should possess the capability to develop novel and innovative products, enabling them to differentiate themselves from competitors and enhance product quality. This, in turn, contributes to their competitiveness and marketing performance (Voss & Voss in Supriadi et al., 2019); (Zhou et al., in Bambang et al., 2021); (Handayani et al., 2022). Consequently, the results of further research also support the outcomes of relevant previous studies, emphasizing the importance for MSME players in the creative industry sector to foster the creation of innovative products in order to enhance their competitiveness and marketing performance(Retnawati & Retnaningsih, 2019); (Pramuki & Kusumawati, 2020).

The F test is employed to conduct simultaneous hypothesis testing in order to assess the combined impact of product innovation and competitive advantage on marketing performance. The calculations involved in this process are as follows:

$$F_{value} = \frac{(400 - 2 - 1)\,0{,}908}{3\,(1 - 0{,}908)} = 1306{,}072$$

Moreover, by comparing the Fvalue to Ftable, it is evident that 1306.072 is greater than 3.018. These findings indicate the rejection of H0 and the acceptance of Ha, signifying that both product innovation and competitive advantage have a significant impact on marketing performance. This implies that the combined influence of these variables on marketing performance is remarkably strong. The outcomes of this study align with and reinforce the notion that a company's marketing performance sustainability is closely tied to its ability to cultivate competitive advantages through product innovation (Reguia, 2014); (Pramuki & Kusumawati, 2020). Additionally, it emphasizes the importance of product innovation aimed at achieving a competitive edge in order to enhance marketing performance (Dahana et al., 2021).

CONCLUSION

The results of the study obtained a simultaneous positive and significant effect of product innovation and competitive advantage on marketing performance. The test results on the simultaneous hypothesis also show that the value of Fvalue > Ftable, so it can be stated that product innovation and competitive advantage have a significant effect on marketing performance. On the basis of these test results, B has a positive and significant effect, which means that culinary MSME players can optimize new interesting opportunities in the market, by digging up information about current market trends through comparative studies with similar MSMEs that are more advanced. As well as the need for cooperation between MSME actors and academics and establishing good relations with the local government in the hope that government participation in the ease of capital, regulations that favor MSMEs, as well as business assistance that can increase entrepreneurial competence for business owners and managers by holding entrepreneurship training, so that the marketing performance of MSMEs actors will continue to be better.

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