

The Role of Marketing Skills for Local Products and Entrepreneurial Innovation in SME Performance

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Abstract

Micro, Small, and Medium Enterprises (MSMEs) play a vital role in Indonesia's economic development, yet many still face challenges in improving their performance lately in three years. This study aims to analyze the influence of entrepreneurial marketing, innovation capability, and purchase decision on the performance of MSMEs, with a case study on the local bag product brand Jims Honey in the Jabodetabek area. A quantitative approach was used, employing a survey method with 100 MSME respondents. Data were analyzed using SmartPLS 4.0 through Partial Least Squares (PLS) and Structural Equation Modeling (SEM) for testing hypotheses 1 to 4, and multiple linear regression for hypothesis 5. The results show that entrepreneurial marketing and purchase decisions have a positive and significant effect on MSME performance. In contrast, innovation capability has a negative and significant effect. Among the three variables, the purchase decision has the most dominant influence. Simultaneously, all three variables significantly affect MSME performance. The study concludes that MSME success is more strongly influenced by effective marketing strategies and consumer trust, while innovative efforts need to be more aligned with market needs. The findings suggest that MSME owners should refine their promotional strategies, enhance service quality, and implement targeted innovation to achieve improved business performance.

Keywords: Entrepreneurial marketing, MSME performance, innovation capability, purchase decision,

I. INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) are the backbone of the Indonesian economy. This sector contributes more than 60% to Gross Domestic Product (GDP) and employs over 90% of the national workforce [1]. Their crucial role makes MSMEs a key force in maintaining economic stability, especially amidst global pressures and market fluctuations. However, despite their significant contribution, MSMEs also face significant challenges, particularly in terms of limited resources, managerial skills, and adaptation to rapid market changes [2]. Marketing capabilities and entrepreneurial innovation are mutually supportive and believed to play a role in improving SME performance [3]. Innovation enables SMEs to create creative solutions and adapt to market changes, while marketing capabilities support target achievement through adaptive communication strategies and the use of digital media [4]. Both serve as essential foundations for maintaining business existence, expanding market reach, and increasing competitiveness in a competitive business environment [5].

This study aims to analyze the role of entrepreneurial innovation and marketing capabilities in improving SME performance [6], [7]. This research focuses on entrepreneurial innovation, which includes new product development, creative strategies, and the ability to adapt to market changes, which can help SMEs face the challenges posed

by the pandemic[8]. Furthermore, marketing capabilities, particularly using digital marketing and social media[9], are key to maintaining relationships with consumers, expanding market reach, and maintaining business sustainability[10].

II. METHODS

Data collection in this study used a survey method with an online questionnaire. Measurements were conducted using a Likert scale with a scale of 1-5, where a score of one is strongly disagree (STS), a score of two is disagree (TS), a score of three is neutral (N), a score of four is agree (S), and a score of five is strongly agree (SS). The online survey began with a statement explaining the purpose of the study and an invitation to users of Local Bag Products to participate. Respondents were expected to respond to the main objective of the study[11].

The measurement of the Entrepreneurship Marketing variable was adopted from Woldie [12] and consisted of 7 questions. The measurement of the Innovation Ability variable was adopted from Reynolds [13] and consisted of 7 questions. The measurement of the SME Performance variable was adopted from Rodriganez [14] and consisted of 5 questions. The measurement of the Purchasing Decision variable was adopted from Paul [15] and consisted of 4 questions.

The population in this study was users of Local Bag Products domiciled in Jakarta, Bogor, Depok, Tangerang, Bekasi (Jabodetabek), and the sample in this study was users aged 17 to 55 years, with a minimum of 2 transactions of one of the local bag products. Based on the analysis provisions, the number of respondents needed is 5 times the number of questionnaire questions (Hair et al., 2019), which is (23x5) 115 people. I used Google Forms as a means to distribute the questionnaire that had been prepared previously.

III. RESULT AND DISCUSSION

Based on the results of the questionnaire distribution, the majority of respondents in this study were in the age range of 17 to 36 years, with a percentage of 92.98%, while the remaining 7.02% were in the age range of 37 to 55 years. In terms of gender, the majority of respondents were women at 91.30%, while men only numbered 8.70%. This indicates that the main consumers of Jims Honey products are dominated by women from the young to early adult age group.

In terms of occupation, many respondents were housewives and private/state employees, each with 38.60%. Respondents from the entrepreneurial sector reached 14.04%, and the remaining 9.65% were students. In terms of monthly expenses, most respondents (53.51%) had expenses between Rp 1,000,000 and Rp 5,000,000. 31.58% were in the range of Rp 5,100,000 – Rp 7,600,000, while respondents with expenses above Rp 7,600,000 amounted to 10.53%, and those below Rp 1,000,000 were only 5.26%. In terms of purchasing frequency of Jims Honey products over the past three months, the majority (84.21%) of respondents made 1–5 purchases, while the remaining 15.79% made 6–10 purchases. This indicates that most respondents have moderate purchasing intensity.

In testing the research model, there are two main stages, namely the Outer Model and the Inner Model. The purpose of outer model testing is to ensure that the measuring instrument used measures what it is supposed to measure (valid) and that the results are consistent (reliable). The three main types of testing in the outer model include: convergent validity (to see whether the indicators in one variable are related to each other),

discriminant validity (to ensure that each variable is different from one another), and construct reliability (to test the overall consistency of indicators in one variable).

The outer loading estimation results indicate the extent of the correlation between the scores of each indicator (instrument) and the construct or variable it measures. A value >0.70 is considered excellent and indicates the indicator has strong convergent validity. A value of $0.50\text{--}0.70$ is considered acceptable in the early stages of model development but should be considered for improvement in further research. A value <0.50 indicates the indicator should be removed due to its weak contribution to the construct.

Variable	Innovation Ability	Purchasing decision	SME Performance	Entrepreneurship Marketing	Information
X1.2				0.782	Valid
X1.3				0.798	Valid
X1.5				0.867	Valid
X1.6				0.806	Valid
X1.7				0.728	Valid
X2.1	0.775				Valid
X2.2	0.780				Valid
X2.4	0.825				Valid
X2.6	0.815				Valid
X2.7	0.780				Valid
X3.1		0.757			Valid
X3.2		0.748			Valid
X3.3		0.793			Valid
X3.4		0.716			Valid
X3.5		0.829			Valid
Y.1			0.747		Valid
Y.2			0.804		Valid
Y.3			0.756		Valid
Y.4			0.821		Valid

Fig 1 Outer Loading Uji Convergent *Validity* 2

The output loading factor values indicate that all statements in the variables of entrepreneurial marketing, innovation capability, purchasing decisions, and SME performance have values above 0.7, thus being declared valid. This means that each indicator or statement used accurately measures the correlation between the indicator score and its construct or variable, thus strengthening the construct validity in the measurement model.

The AVE value of each variable is purchasing decision of 0.592, Entrepreneurial Marketing of 0.621, SME Performance of 0.613, and Innovation Capability of 0.633. These four variables have a value ≥ 0.5 , meaning that the four variables are categorized as valid.

Variable	Average variance extracted (AVE)	Information
Purchasing decision	0.592	<i>Valid</i>
Entrepreneurship Marketing	0.621	<i>Valid</i>
SME Performance	0.613	<i>Valid</i>
Innovation Ability	0.633	<i>Valid</i>

Fig 2. AVE Convergent Validity

Variable	Cronbach's alpha
Entrepreneurship Marketing	0.846
Innovation Ability	0.855
Purchasing decision	0.828
SME Performance	0.789

Fig. 3. Cronbach's Alpha

The analysis results show that the Cronbach's Alpha value for the Entrepreneurial Marketing variable is 0.846, Innovation Capability 0.855, Purchasing Decision 0.828, and SME performance 0.789. All of these values exceed the threshold of 0.70, indicating that all variables have a high level of reliability.

The inner model in PLS-SEM shows the relationship between latent variables and is evaluated to assess the strength and significance of the relationship. The evaluation process includes three main aspects: the significance of the relationship (Hypothesis Testing), R Square, and Effect Size.

Variable	R-square	R-square adjusted
Innovation Ability	0.645	0.642
SME Performance	0.709	0.702

Fig. 4 R- Square Result

Based on the analysis results, the R-Square value for the dependent variable Innovation Capability was 0.645, and the dependent variable SME Performance was 0.709. This indicates that performance variability can be explained by leadership, environment, motivation, and organizational communication by 64.5% and 70.9%, respectively, which are included in the strong category. The following Figure 2 is the output of the PLS SEM Algorithm to see R2 as well as the original sample in the research model.

Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Information
Entrepreneurship Marketing-> SME Performance	0.337	0.329	0.103	3.265	0.001	Accepted
Innovation Ability-> SME Performance	0.157	0.165	0.122	1.287	0.099	Rejected
Entrepreneurship Marketing-> Innovation Ability	0.791	0.794	0.043	18.267	0.000	Accepted
Purchasing decision-> SME Performance	0.417	0.419	0.115	3.638	0.000	Accepted

Fig. 5. Path Coefficient Bootstrapping

The first hypothesis (H1) was accepted, stating that Entrepreneurial Marketing has a positive and significant effect on SME performance, with a path coefficient of 0.337 and a p-value of $0.001 < 0.05$. Any increase in Entrepreneurial Marketing will improve SME performance. H2 was rejected, stating that Innovation Capability has a negative and significant effect on SME performance, with a path coefficient of 0.157 and a p-value of $0.099 < 0.05$. Any decrease in Innovation Capability will decrease SME performance.

H3 was accepted, stating that Entrepreneurial Marketing has a positive and significant effect on Innovation Capability, with a path coefficient of 0.791 and a p-value of $0.000 < 0.05$. Any increase in Entrepreneurial Marketing will improve Innovation Capability. H4 was accepted, namely that Purchasing Decisions have a positive and significant effect on SME Performance with a path coefficient of 0.369 and a p-value of $0.002 < 0.05$. Any increase in Purchasing Decisions will improve SME Performance.

Multiple Linear Regression Equation:

$$Y = 3,108 + 0,092X_1 + 0,299X_2 + 0,407X_3$$

Description:

Y = MSME Performance

X1 = Entrepreneurial Marketing

X2 = Innovation Capability

X3 = Purchasing decision

From the equation above, the constant value of 3.108 indicates that if all independent variables are zero, then MSME Performance will be 3.108. Entrepreneurial Marketing has a coefficient of 0.092 with a significant value of 0.144 (> 0.05), so it does not significantly influence MSME Performance in this model. Although the coefficient is positive, it is not statistically strong enough to influence the dependent variable.

Innovation Capability remains significant, with a coefficient of 0.299 and a p-value of 0.000. This indicates that Innovation Capability is a consistent and dominant factor in improving MSME performance. Purchasing decision shows a coefficient of 0.407 with a significance value of 0.000, indicating a positive and significant influence on MSME Performance. This means that the higher the purchasing decisions of consumers towards MSME products, the more their performance will improve.

Variable	Innovation Ability	Purchasing decision	SME Performance	Entrepreneurship Marketing
Innovation Ability			0.022	
Purchasing decision			0.201	
SME Performance				
Entrepreneurship Marketing	1.817		0.118	

Fig. 6. Effect Size Test

Entrepreneurial marketing demonstrates a significant influence on innovation capability with an effect size of 1.817. This indicates that the implementation of an entrepreneurial-oriented marketing strategy can significantly improve the innovative capability of SMEs. Meanwhile, purchasing decisions have a moderate influence on SME performance with an f^2 value of 0.201. This indicates that consumer purchasing decisions also contribute significantly to improving SME performance. Furthermore, the influence of innovation capability on SME performance has an f^2 value of 0.022, which is classified as small. This means that although innovation is important, in the context of this study, its direct influence on SME performance is not very large. Similarly, the influence of entrepreneurial marketing on SME performance has an f^2 value of 0.118 and is at the lower limit of the medium category. Overall, these findings indicate that entrepreneurial marketing is the most dominant factor in driving innovation, and consumer purchasing decisions are an important driver in improving SME performance.

The first finding states that entrepreneurial marketing has a significant effect on MSME performance, thus accepting hypothesis H1. This result is evident from the p-value of 0.002, which is less than 0.05, indicating a statistically significant effect between entrepreneurial marketing and MSME performance. This indicates that Jims Honey's bag products have a unique design compared to competitors, thus differentiating them and strengthening their market appeal, increasing sales opportunities. MSMEs that are able to optimally utilize digital media, innovate in promotional strategies, and dare to take market risks tend to show increased marketing activity effectiveness, which ultimately has a positive impact on sales and business profitability. This indicates that the implementation of entrepreneurial marketing contributes significantly to MSME performance.

These results support research by (Mufidah & Eliyana, 2021)[16] and (Mahadewi & Sanantagraha, 2022)[17], which states that entrepreneurial marketing can significantly boost MSME performance. This demonstrates that the implementation of appropriate,

innovative, and responsive entrepreneurial marketing strategies to market dynamics can significantly contribute to improving MSME performance. With optimal implementation and adequate resource support, entrepreneurial marketing can be a key factor in driving the growth and competitiveness of MSMEs.

Although it encompasses new product development, business process improvements, and adaptation to market changes, innovation that is not directed or supported by adequate resources can actually lead to cost burdens, inefficiencies, and market confusion. For example, the Jims Honey bag innovation design reflects local culture or characteristics, which can be an added value if accompanied by an appropriate marketing strategy.

However, MSMEs that focus too much on innovation without a clear strategy can experience decreased competitiveness and business performance. Although innovation capability is often considered a crucial factor in creating added value, in practice, innovation does not always have a positive impact on MSME performance. Innovation that is not well-targeted, does not align with market needs, or is not supported by adequate resources can actually lead to wasted costs, consumer confusion, and product failure in the market. As a result, the innovations carried out do not make a significant contribution to increasing sales or sustainable business growth.

It is different from the Innovation Capability variable, whose test results show no significant effect on SME performance, with p values of 0.109 and t-statistics of 1.233. This finding rejects the second hypothesis, and this tendency is caused and influenced by several factors that support innovation, such as the results of research put forward by Jam et al. (2025) that innovation capability does not always have a positive impact on SME performance. Innovation is only effective if supported by organizational capabilities such as agility and visibility. Without the support of appropriate resources, expertise, and strategies, innovation tends to be suboptimal and can even become a burden. An unstable business environment can also weaken the impact of innovation on performance.

Entrepreneurial marketing plays a role in introducing products creatively, reaching a wider market, and establishing closer relationships with consumers. When marketing strategies are implemented innovatively and proactively, MSMEs are able to create new opportunities, increase product appeal, and expand sales reach. The bag products offered by Jims Honey have a unique design compared to competitors, and are equipped with innovative features, thus strengthening brand differentiation and increasing competitiveness in the market. On the other hand, the ability to innovate is a factor that strengthens product differentiation and business processes. Innovation encourages MSMEs to continue to develop, adapt to market needs, and create new, superior solutions.

The combination of innovation and entrepreneurial marketing can create a synergy that accelerates business growth and success. This finding is supported by research by (Timotius, 2023)[18] and (Selviasari & Sudarmiatin, 2024)[19], which states that simultaneous marketing and innovation can significantly impact MSME performance, particularly in increasing competitiveness and profitability. Therefore, MSMEs that combine entrepreneurial marketing strategies with strong innovation capabilities have a significant opportunity to achieve superior and sustainable business performance.

Purchasing decisions reflect consumers' interest in purchasing and using products offered by MSMEs. Higher purchasing decisions lead to higher sales volume, revenue, and customer loyalty. This will drive increased productivity, operational efficiency, and business continuity. Consumer purchasing decisions also serve as an indicator of MSMEs' success in

conveying product value, building brand image, and delivering customer satisfaction. Jims Honey's attractive bag packaging reflects premium quality, reinforcing positive consumer perceptions of the brand. When consumers are satisfied, they are more likely to make repeat purchases, which directly impacts business performance.

This finding aligns with the findings of Paul et al. (2023)[15] and Anggriani et al. (2024)[20], which explain that purchasing decisions are a critical factor influencing the success of small businesses. Consumers who trust and are comfortable with a product tend to make repeat purchases, positively impacting the growth and competitiveness of MSMEs. Therefore, the more effective the strategies implemented by MSMEs in influencing purchasing decisions, the greater the opportunity to sustainably improve business performance[21].

Entrepreneurial marketing does not significantly impact performance. This indicates that even if marketing is implemented, if it is not accompanied by an innovative and responsive approach to customer needs, the results will be suboptimal. Marketing strategies that are not optimally executed can result in promotional efforts not having a direct impact on business growth. This finding is supported by studies (Nguyen & Nguyen, 2023)[22] and (Kasmirudin et al., 2025)[23], which emphasizes the importance of synergy between innovation and customer orientation in boosting MSME performance. They stated that the success of small businesses is determined more by the ability to read market behavior and create valuable solutions, rather than simply promoting[24].

IV. CONCLUSION

Based on the analysis, it can be concluded that innovation capability and purchasing decisions have a positive and significant impact on MSME performance, both partially and simultaneously. Purchasing decisions have the most dominant influence in improving MSME performance, followed by innovation capability. Meanwhile, entrepreneurial marketing does not have a significant impact on MSME performance, either directly or in combination with other variables. This indicates that MSME success is more determined by the ability to innovate and the strength to build consumer trust than simply implementing a marketing strategy.

V. ACKNOWLEDGE

This study is limited by the limited number of respondents, which only included local bag-producing MSMEs in the Greater Jakarta area. Therefore, the results cannot be generalized to other MSME sectors. Furthermore, the entrepreneurial marketing variables may not have been optimally measured due to limited indicators and low digital literacy among business actors. For future research, it is recommended to use a qualitative or mixed-methods approach to further explore marketing practices and incorporate other external variables that could potentially influence MSME performance.

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