Marketing Performance: Digital Marketing and Marketing Ability Moderated by Government Policies (The Owner of Snack UMKM in Bekasi Regency)

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ABSTRAK

UMKM di Indonesia berkontribusi terhadap peningkatan pendapatan ekonomi nasional dari tahun ke tahun. Penelitian ini bertujuan untuk menganalisis kategori usaha kecil ringan dari kegiatan UMKM di Kabupaten Bekasi yang mengembangkan usaha dan mengetahui dampak Pemasaran Digital dan Kapabilitas Pemasaran terhadap Kinerja Pemasaran yang dimoderatori oleh Kebijakan Pemerintah. Model penelitian bersifat kuantitatif dengan non-probability sampling dan menggunakan data primer dan sekunder. Penggunaan analisis data adalah analisis statistik deskriptif, dan analisis inferensial melalui SmartPLS versi 3. Penelitian ini mendekati dan mengolah 170 pelaku usaha makanan ringan kecil di Kabupaten Bekasi sebagai data utama. Hasil penelitian menunjukkan bahwa digital marketing berpengaruh signifikan terhadap kinerja pemasaran sejak hasil T value > T table (2.857>1.974) P value (0,004<0,05). Kapabilitas pemasaran berpengaruh signifikan terhadap kinerja pemasaran karena hasil T value>T tabel (2.870>1.974) P value (0,004<0,05). Kebijakan pemerintah sebagai variabel moderasi pada digital marketing mempengaruhi kinerja pemasaran yang terpengaruh namun tidak signifikan karena T value<T value (1.582<1.974). Kebijakan pemerintah sebagai variabel moderasi terhadap kemampuan pemasaran berpengaruh terhadap kinerja pemasaran yang terpengaruh namun tidak signifikan karena T value<T value (1.280<1.974). Sementara itu, hasil termination test (R Square) menjelaskan baik digital marketing maupun kapabilitas pemasaran berpengaruh terhadap kinerja pemasaran 62.10%

Kata kunci: Pemasaran Digital, Kemampuan Pemasaran, Kebijakan Pemerintah: Kinerja Pemasaran, UMKM

ABSTRACT

MSMEs in Indonesia contribute to national economic income progressing from year to year. This research aims to analyze the small snack business category of MSMEs activities in Bekasi Regency developing the businesses and determine the impact of Digital Marketing and Marketing Capabilities on Marketing Performance moderated by Government Policy. The research model is quantitative with non-probability sampling and primary and secondary data is used. Data analysis usage is descriptive statistical analysis, and inferential analysis through SmartPLS version 3. This research approached and processed 170 small snack business actors in Bekasi Regency as prime data. The research results show that digital marketing had a significant influence on marketing performance since the result of T value>T table (2,857>1,974) P value (0.004<0.05). Marketing capabilities had a significant influence on marketing performance since the result of T value>T

tabel (2,870>1,974) P value (0.004<0.05). Government policy as a moderating variable on digital marketing influenced marketing performance affected but not significant since T value<T value (1,582<1,974). Government policy as a moderating variable on marketing ability influenced marketing performance affected but not significant since T value<T value (1,280<1,974). Meanwhile, the results of the termination test (R Square) explained both digital marketing and marketing capability influenced marketing performance 62.10%

***Keywords:** Digital Marketing, Marketing Ability, Government Policy: Marketing Performance, MSMEs*

INTRODUCTION

The phenomenon of globalization has had a detrimental impact on numerous countries around the world. The globalization of international trade has resulted in increased competition within the business sector. The private sector, comprising small businesses, has become a significant economic force in Indonesia. The contribution of MSMEs to the Indonesian economy is substantial, as evidenced by their significant impact on gross domestic product (GDP). Nevertheless, the small and medium enterprise (MSME) sector is capable of absorbing 97% of the workforce, or 116 million individuals and has absorbed 60.4% of investment, thereby creating value and driving the Indonesian economy. The growth of small and medium enterprises (SMEs) in Indonesia has been considerable, and the SME industry has demonstrated resilience in the face of the 2019 pandemic .

Indicated by data from the Ministry of Cooperatives and SMEs, the activities of UMKM actors represent the most significant pillar of the Indonesian economy. The activities of UMKM contribute 61.07% (equivalent to 8,573.89 trillion rupiah) to Indonesia's GDP on an annual basis. Table 1 illustrates the significant growth of UMKM in several regions in Indonesia, as reported by the Ministry of Cooperatives and UMKM. The region of West Java has demonstrated the highest rate of growth about 1,494.23 units. This is illustrated in the accompanying figure 1.
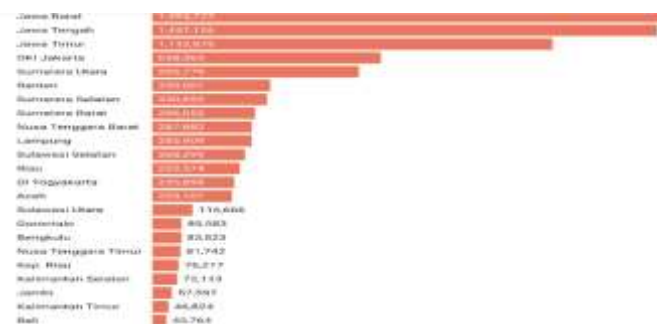

Figure 1. Growth of UMKM in Indonesia (2022)
Sources: Ministry of Cooperatives and UMKM (processed by CNBC, 2023)

The MSMEs industry in Indonesia predominantly comprised of households engaged in food-related activities considered to low capital. This sector became the most prevalent and favored by MSMEs actors. The number of food industry units reached 14,899 in 2020 and 13,857 in 2023.

Table-2: Types of MSMEs Based on 2-Digit KBLI

KBLI 2 Digit (Deskripsi)	Jumlah Usaha Industri Mikro dan Kecil Menurut KBLI 2-Digit		
	2020	2021	2022
10 Industri Makanan	14.899	12.460	13.875
11 Industri Minuman	1.291	1.160	864
12 Industri Pengolahan Tembakau	-	-	-
13 Industri Tekstil	388	296	147
14 Industri Pakaian Jadi	1.147	904	928
15 Industri Kulit, Barang dari Kulit, dan Alas Kaki	-	-	2
16 Industri Kayu, Barang dari Kayu dan Gabus (Tidak Termasuk Furnitur) dan Barang Anyaman dari Bambu, Rotan dan Sejenisnya	1.903	1.200	964
17 Industri Kertas dan Barang dari Kertas	-	-	-
18 Industri Percetakan dan Reproduksi Media Rekaman	48	118	195

Sources: https://babel.bps.go.id/id/statistics-table/2/MTExNCMy/jumlah-usaha-industri-mikro-dan-kecil-menurut-kbli-2-digit.html, accessed 15th Sept 2024)

In Bekasi Regency area, snack food MSMEs wide spreadly and easy found along roads and shopping centres. Data from the Office of Cooperatives and Small Businesses of West Java Province shows the growth of food MSMEs from 2017-2021, as shown in Figure 2.
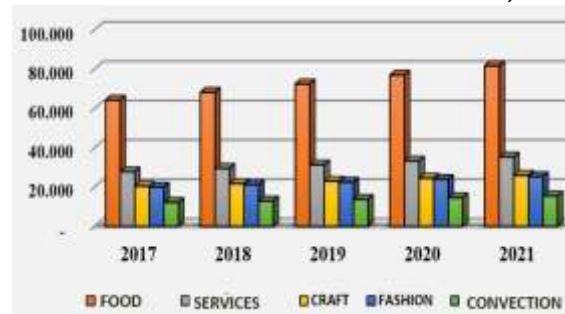

Figure 2. Categories of MSME Types in Bekasi Regency
Sources: Department of Cooperatives and Small Enterprises of West Java Province
https://opendata.jabarprov.go.id/id/dataset/jumlah-usaha-mikro-kecil-menengah-umkm-berdasarkan-kabupatenkota-dan-kategori-usaha-di-jawa-barat)

The impact of significant growth of the snack food MSME sector has resulted in high competition and various obstacles and challenges. Snack food MSME players are required to develop and improve their skills, possess creativity, innovate, learn and adapt various marketing techniques as primary soft skills, improve marketing skills, use technology such as digital marketing, and take advantage of government policies to improve the marketing performance of snack food MSMEs for continuous growth and development, especially in the Bekasi Regency area.

Marketing Performance

Marketing performance significant consequence in a business context, as it can be employed to gauge the extent of success in marketing products or services generating profits for the company. All businesses interest in understanding how their marketing activities performed, as this provides insight into the extent to which the business is succeeding in the context of market competition.

As Ferdinand (2000) posits, three key metrics inform the evaluation of marketing performance: sales value, sales growth, and market share. These metrics collectively contribute to the generation of profits for the company.

Marketing performance is a factor that can be used to assess the impact of a business strategy. The objective of any business strategy is to achieve good marketing

performance, which can be defined as a strategy that produces customer value, sales growth and market share (Ferdinand in Cahyani, 2017).

Marketing performance indicator (Ferdinand (2013: 104) are used in this research : 1.Sales Growth: development and increase that occurs in a business for the number of purchases of a product or service. Marketing performance improved if sales increase from year to year. 2.Customer Growth: Can be seen based on the number of customers who have known average numbers -the average level of consumption product or service. 3.Profit Growth: The total amount of increase in sales profits on products or services that have been produced.

Digital Marketing

Digital marketing is the process of promoting and marketing a brand, product, or service via digital media, leveraging the internet as the primary conduit for disseminating information about the products or services in question to prospective consumers. The advent of digital marketing has facilitated enhanced interaction between customers and producers, while simultaneously reducing the number of distribution channels. Its resulted in consumers benefiting from competitive pricing and more efficient time management.

According to Cahffey (2002), digital marketing represents the utilisation of online channel formation technology for the purposes of market penetration. This may be achieved through the deployment of digital media, including websites, email, digital television and other contemporary innovations, such as blogs, RSS feeds, podcasts and social networks. The objective of such initiatives is to facilitate the generation of profit and the retention of consumers.

The following six indicators of digital marketing (Yazer Nasdini:2012, p. 32), will be employed in this research: 1. Accessibility can be defined as the ability of users to access information and services online. In the context of social media, this refers to the ease with which users can access specific sites. 2. Interactivity refers to the degree of communication that occurs between two parties in a reciprocal manner. It can be observed in the communication between advertisers and consumers, as well as in the ability of customers to respond to input received. 3. Entertainment: the capacity of advertising to provide pleasure or entertainment to consumers. Many advertisements provide entertainment by incorporating marketing information objected to increase sales. 4. Credibility: the level of trust gained from consumers or customers. The advertisements displayed provide information that can be trusted, impartial, competent, credible and specific. 5. Irritation: means there is interference during online advertising, which leads to a negative experience.

Marketing Ability

Marketing Ability is used to describe the capacity of a company or business to undertake a range of marketing activities to increase profitability. This is achieved through the development of four key capabilities: product capability, distribution capability, price capability and promotion capability. Marketing capability effectively had great importance in enhancing a company's overall performance, creating brand awareness, fostering of word-of-mouth communication, and shaping brand image.

According toTooksoon and Mohamad (2016), the term 'marketing capability' denotes the capacity to undertake a range of marketing functions in an integrated and structured manner, whereby a company's knowledge, skills, and resources are deployed in a manner that is aligned with the requirements of the market.

The following 4 indicators Marketing Ability (Tooksoon & Mohamad (2016) is used in this research: 1. Product Capability: The ability of marketers to understand the products being sold, from the price to the advantages and disadvantages of the product, is very important. The better the marketer understands the product, the greater the potential to attract more consumers and increase sales, 2. Distribution Capability: the ability of the business to carry out the function of distribution, distribution to consumers, 3: Price Capability : pricing needs to be careful when launching new products or managing existing products because the right price encourages transactions between sellers and buyers, 4, Promotion Capability: The ability used in communicating about the product or price that will be sold or sold to consumers.

Government Policies

Government policies are a series of actions that are legally selected, decided upon, and allocated by the government/state in the form of a regulation. They are implemented and obeyed collectively in order to achieve certain goals and maintain the interests of the whole community.

Government policies is defined as "whatever governments choose to do or not to do." This implies that policies enacted by the government must have defined goals and that they must encompass all government actions. They are not merely a statement of the government's desires; rather, they are designed to serve a larger population (Thomas R. Dye dalam Nur, 2019)

Government policies is a policy that is designed to address issues affecting the public directly or indirectly, to resolve problems at the state level, and to enhance the well-being of the community. The existence of government policies is predicated on the assumption that they can facilitate the resolution of all problems within a country in accordance with the regulations or policies established or issued by the government.

Indicators of Government policies (Septiani (2012) is used in the research: 1.Training facility policy: MSMEs need training for skills and business development. 2. Business competition regulation policy: The government must make and stipulate this for fair competition. 3. Investment ease policy: Made to facilitate the investment process easier. 4. Policy on ease of management regulations: Government-made and determined business and facilitated business licensing easier.

Micro, Small and Medium Enterprises (MSMEs)

Micro, Small and Medium Enterprises (MSMEs) constitute an economic activity conducted or managed by individual business entities that satisfied the criteria for Micro Enterprises as defined in the pertinent legislation. Micro, Small and Medium Enterprises (MSMEs) are productive entities that are capable of operating independently and are not subsidiaries of large companies that are not under the law.

MSMEs serve as a primary driver for national economies, facilitating accelerated recovery following economic downturns. These enterprises are typically managed by individuals on a small scale and rely on familial and community support networks for their human resources.

METHODS

This study aims to examine the relationship between the utilisation of digital marketing, an organization's marketing capabilities and the subsequent impact on its marketing performance. Additionally, it seeks to investigate the influence of government policies on marketing performance, acting as a moderating factor. The process commences with an investigation of the phenomenon of numerous snack food MSME players, followed by the collection and analysis of secondary data, the examination of theoretical studies, and a

literature review. These elements are then utilized to construct a conceptual research design, as illustrated in Figure 3. Field research conducted through observation, interviews, and distributed questionnaires to 170 snack food MSME owner in the Bekasi Regency area, West Java. The sampling method was non-probability sampling with a purposive sampling technique utilising the Lemeshow formula and the Likert scale to indicate the value of the attribute to be measured. The scale employed ranged from 1 to 7, with 1 representing a response of 'very strongly disagree' and 7 representing a response of 'very strongly agree'. Sample data processing was conducted with statistical tests using Structural Equation Modelling (SEM).
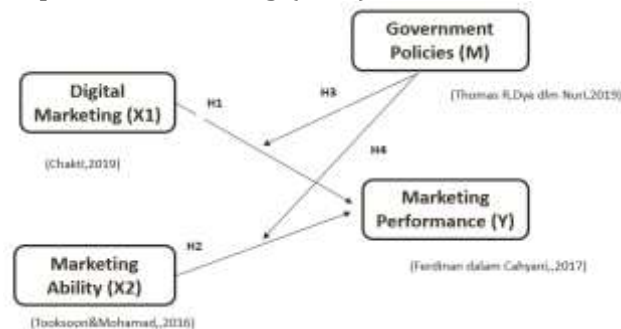

Figure 3. Design Penelitian
Sources: *by researcher*

RESULT AND DISCUSSION
1. RESULTS
Test Result of Average Variance Extracted (AVE)

Tabel-3 : Value of Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)	Root Average Variance Extracted	Standar Nilai AVE
Digital Marketing (X1)	0.545	1,000	0,5
Marketing Ability (X2)	0.610	1,000	0,5
Government Policies (Z)	0.554	1,000	0,5
Marketing Performance (Y)	0.584	1,000	0,5
Z*X1	1.000	1,000	0,5
Z*X2	1.000	1,000	0,5

Sources: Prime data by researcher

Table 3 requires the value obtained from the AVE value on digital marketing variables (X1), marketing capabilities (X2), government policy variables (Z) and marketing performance to be provided. It should be noted that the AVE value must be greater than 0.5 for the results to be considered valid.

Test Result of *Composite Reliability (CR)* Cronbach's Alpha

Tabel-4: Value of Reliability *Cronbach's Alpha*

	Cronbach's Alpha	rho_A	Composite Reliability	Statement
Digital Marketing (X1)	0.924	0.926	0.935	Reliable
Marketing Ability (X2)	0.908	0.915	0.926	Reliabel
Government Policies (Z)	0.885	0.891	0.908	Reliabel
Marketing Performance (Y)	0.858	0.861	0.894	Reliabel
Z*X1	1.000	1.000	1.000	Reliabel
Z*X2	1.000	1.000	1.000	Reliabel

Sources: Prime data by researcher

Table 4 explained that all the values obtained from each variable in the reliability test using Cronbach's Alpha are greater than 0.7, and the Composite Reliability values are

greater than 0.6. Consequently, it can be concluded that the variables tested are valid and can proceed with testing the structural model.

Hypothesis test results

The hypothesis testing is based on the test results of the structural model, which includes the results of the R-Square, parameter coefficient, and T-statistic. The research hypothesis test was carried out using SmartPLS Version 3.0 software, and the resulting model is presented in Figure 4.
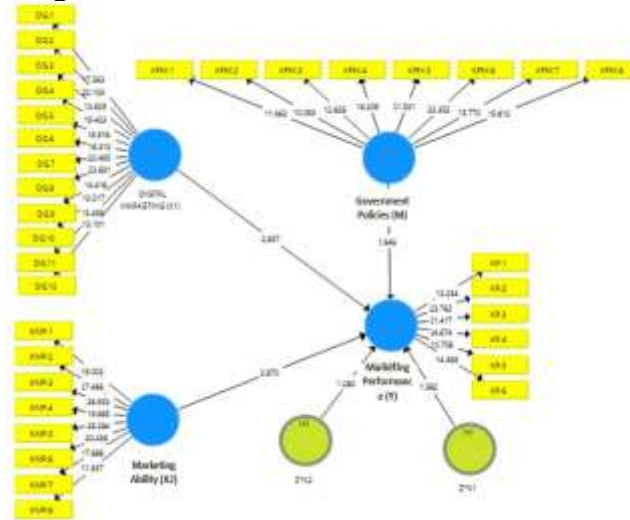

Figure 4. *Bootstraping* Result

Sources: *by researcher*

Test Result of *path coeficience* setelah uji *bootstrapping*

Tabel-5 : Hasil Uji Hipotesis Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
X1 ➜ Y	0.326	0.327	0.114	2.857	**0.004**
X2 ➜ Y	0.319	0.323	0.111	2.870	**0.004**
Z ➜ Y	0.191	0.191	0.098	1.946	**0.052**
Z*X1 ➜ Y	-0.178	-0.161	0.112	1.582	**0.114**
Z*X2 ➜ Y	0.151	0.127	0.118	1.280	**0.201**

Sources: Prime data by researcher

Based on the values obtained in table 5 from the results of the hypothesis testing carried out, concluded as belows:

The first hypothesis can be stated as follows: the digital marketing has a significant effect on the marketing performance. The T-statistic value of 2.857 is greater than the T-table value of 1.974 (2.857 > 1.974), and the P-value is 0.004, indicating a statistically significant result. The first Hypothesis (H_1) is accepted.

The second hypothesis can be stated as follows: marketing ability has a significant effect on the marketing performance. The T-statistic value of 2.870 is greater than the T-table value of 1.974 (2.870 > 1.974), and the P-value of 0.004 is significant. The second hypothesis (H_2) is accepted.

The third hypothesis can be stated as follows: digital marketing exerts an effect on the marketing performance, but this effect is not significant when moderated by government policy (Z). The T-statistic value of 1.582 is less than the T-table value of 1.974 (1.582 < 1.974), and the P-value of 0.114 is therefore insignificant. Consequently, the third hypothesis (H_3) is rejected.

The fourth hypothesis can be stated as follows: marketing capability has an effect, though not significant, on the marketing performance moderated by government policy (Z). The T-$_{statistic}$ value of 1.280 is less than the T-$_{table}$ value of 1.974 (1.280 < 1.974), and the P-$_{value}$ of 0.201 is insignificant. Therefore, the fourth hypothesis (H4) is rejected.

2. DISCUSSION
Digital marketing (X$_1$) contribution to marketing performance (Y)
The path coefficient value of the exogenous digital marketing variable (X$_1$) is 0.326, with a P-$_{value}$ of 0.004 on the endogenous variable, namely marketing performance (Y). It can concluded digital marketing has a significant effect on marketing performance (Y). The most significant factor influencing the digital marketing is the assertion that the suitability of product information provided to customers can foster trust. The results of the hypothesis test indicate that the t-$_{count}$ value (2.857) is greater than the t-$_{table}$ value (1.974), with a P-$_{value}$ of 0.004. This supports the first hypothesis (H$_1$), which stated that the digital marketing has a significant effect on the marketing performance variable (Y). This research is aligned with the findings of previous studies conducted by Lamidi and Marjam Desma Rahadhini (2021). Their research, entitled "The Effect of Digital Marketing and Financial Inclusion on Business Sustainability through Marketing Performance of Culinary MSMEs in Surakarta," yielded similar results, indicating that digital marketing has a significant impact on marketing performance.

Marketing Ability (X$_1$) contribution to marketing performance (Y)
The path coefficient value of the exogenous variable, marketing ability (X$_2$), is 0.319, with a P-$_{value}$ of 0.004 on the endogenous variable, namely marketing performance (Y). It can thus be concluded that marketing ability has a significant effect on marketing performance (Y). The most significant factor influencing the marketing ability is the assertion that "Good product knowledge can increase the number of customers." The results of the hypothesis test demonstrate that the t-$_{count}$ value (2.870) is greater than the t-$_{table}$ value (1.974), with a P-$_{value}$ of 0.004. This indicates that the second hypothesis (H$_2$), which states that the marketing ability variable has a significant effect on the marketing performance variable (Y), is supported. This research is aligned with the findings of a previous study conducted by Famela Sophya Suciati, R Deni Muhammad Danial and Asep Muhamad Ramdan (2020). Their research, entitled "Marketing Capability in Improving Marketing Performance at Coffee Shops," yielded similar results.

Digital marketing (X$_1$) contribution to marketing performance (Y) moderated by government policies
The moderating effect of government policy (Z) on the digital marketing (X$_1$) results in a value of (-0.178) on the marketing performance (Y). It was determined that the influence of the government policy (Z) on the marketing performance (Y) is 18.4%. The most significant indicator statement : "The ease of investing policy makes investment opportunities even greater." The results of the hypothesis test indicate that the t-$_{count}$ value (1.582) is less than the t-$_{table}$ value (1.974). And, the P-$_{value}$ (0.114) is greater than 0.05. Conducted government policy (Z), The hypothesis he digital marketing is moderated by the government policy on the marketing performance is rejected. This research does not align with the findings of Naili Farida (2019), who conducted a study titled "The Role of Government and Industry in Improving the Marketing Performance of SMEs in the Muslim Fashion Creative Industry in Kudus and Pekalongan in Central Java."

Marketing Ability (X_1) contribution to marketing performance (Y) moderated by government policies

The moderating effect of the government policy (Z) on the marketing capability (X_2) result in a value of (0.151) on the marketing performance (Y). The results of the hypothesis test indicate that the t_{count} value (1.280) is less than the t_{table} value (1.974). The P_{value} (0.201) is greater than 0.05, Conducted the government policy (Z) was not moderate the relationship between the influence of the marketing ability (X_2) on the marketing performance (Y). Consequently, the hypothesis (H_4), which posits marketing ability moderated by government policy (Z) on the marketing performance (Y), is rejected. The findings of this study are not aligned with those of Satria Tirtayasa and Yeni Ardini Daulay (2021), who conducted research titled "The Effect of Marketing Mix on the Marketing Performance of Small and Medium Industries in the Welding Workshop Construction Sector Moderated by Government Policy during the Covid-19 Pandemic."

CONCLUSION

This study has investigated the impact of digital marketing and marketing capabilities on marketing performance, with the moderating influence of government policies, in the context of snack food MSME players in Bekasi Regency. The findings can be summarised as follows: The role of digital marketing in the marketing performance of snack food small businesses in Bekasi Regency is significant. This evidence substantiates the hypothesis that digital marketing has a significant effect on marketing performance. The findings indicate that marketing ability has a significant effect on marketing performance. This suggests marketing ability plays a pivotal role in the marketing performance of small snack food businesses in Bekasi Regency. Consequently, the hypothesis is accepted. The moderating effect of digital marketing on the relationship between government policy and marketing performance is not statistically significant and hypothesis is rejected. The moderating effect of marketing capabilities on government policies on marketing performance yielded an influential but insignificant value, leading to the rejection of the hypothesis.

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