

The Role of Digital Marketing, Customer Orientation, and Entrepreneurial Orientation on the Marketing Performance of Muslim Fashion SMEs in Yogyakarta.

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ABSTRACT

The objective of this study is to investigate how digital marketing, customer orientation, and entrepreneurial orientation influence the marketing performance of Muslim fashion SMEs in Yogyakarta. Utilizing 40 participants as a sample and employing questionnaires as the research tool, it applies a non-probability sampling strategy. The findings of this study indicate that: (1) It's observed that digital marketing significantly enhances marketing performance within the Muslim fashion industry in Yogyakarta. (2) The study suggests that customer orientation doesn't notably impact marketing performance within the same sector. (3) It's found that entrepreneurial orientation positively and significantly correlates with marketing performance in the Muslim fashion sector in Yogyakarta.

INTRODUCTION

Small and Medium-sized Enterprises (SMEs) play a crucial role in the economic development of a country because they help absorb labor that does not enter the job market. Therefore, the growth of SMEs becomes a significant opportunity in the job market and increases income. SMEs have a strategic role for the government in helping reduce poverty and unemployment (Santosa & Budi, 2021). SMEs also contribute significantly to the Gross Domestic Product (GDP) nationally, particularly from the textile and garment industries. In 2022, their contribution to GDP was IDR 35.17 trillion or 9.34%. This GDP contribution increased by 13.74% compared to the same period the previous year, which was IDR 30.92 trillion (Badan Pusat Statistik, 2022).

One of the SMEs contributing to the economic growth of Indonesia is those in the textile and garment industry, specifically the Muslim fashion sub-sector. Muslim fashion plays an essential role in the country's economic development due to its local scale, local resources, and the ease of producing goods for local sale and export.

One of the regions in Indonesia with the best Muslim fashion export sales is Yogyakarta. Muslim fashion SMEs in Yogyakarta face fierce competition, requiring each business actor to follow consumer preferences or Muslim fashion trends. Both direct and indirect competition can influence the marketing performance of businesses.

Marketing performance is an evaluation step used to assess the effectiveness of marketing plans (Manambing et al., 2018). Factors such as digital marketing and customer-oriented approaches have been proven to influence marketing performance (Ramadhani et al., 2022; Yolenta, 2023; and Ulpah et al., 2022).

Digital marketing is a marketing strategy using the internet that can enhance conventional marketing functions (Munandar, 2022). Digital marketing can help business actors promote and market their products or services and open new markets previously limited by distance, time, and communication barriers (Prabowo, 2018). Digital marketing plays a significantly important role in improve marketing performance (Pramuki & Kusumawati, 2021 and Ikramuddin et al., 2021). Other research results explain that digital marketing is not have a significant impact on marketing performance (Ramadhani et al., 2022).

Another factor that can influence marketing performance is customer orientation. Customer focus is the view underlying customers' thoughts, attention, and tendencies in choosing products (Rusmanto, 2020). Customer orientation is a business's commitment to ensuring customer needs are met, gathering data related to their requirements, finding ways to satisfy customers, and addressing problems faced by customers (Syahputra et al., 2023). Customer orientation is vital for company growth because consumers are assets that must be maintained. Thus, customer orientation is one component of market orientation and shows customer orientation as a good market representation (Hair Jr. et al., 2014). A stronger customer orientation will have a significant influence on marketing performance (Dody, 2022 and Suhardinata, 2023). In

contrast to other research which explains that customer orientation does not have a significant influence on marketing performance (Takata, 2016 and Long, 2013).

Entrepreneurial orientation can influence marketing performance. Entrepreneurial orientation is a strategic orientation at the company level that includes techniques for creating organizational strategies, management philosophies, and entrepreneurial business behaviors (Yuliati and Mu'ammal, 2022). Carson (2015), as cited in Oetama (2022), describes entrepreneurial orientation as a combination of creativity, innovation, and decisiveness in facing risks, demonstrated through a strong dedication to creating and maintaining new businesses. Entrepreneurship requires an entrepreneurial orientation to advance, face competition, and improve marketing performance. A strong entrepreneurial orientation has a significant impact on marketing performance (Zuliasanti et al., 2020 and Sulaeman, 2018). In contrast to previous research which states that entrepreneurial orientation does not have a significant impact on marketing performance (Priatin et al., 2017 and Djodjobo & Tawas, 2014).

This study was conducted on Muslim fashion SMEs in Yogyakarta to investigate the factors influencing marketing performance, including digital marketing, customer orientation, and entrepreneurial orientation. Its significance lies in designing marketing strategies that involve maintaining businesses and customers and addressing competitive challenges to drive marketing performance improvement.

THEORETICAL REVIEW

Marketing Performance

Marketing performance plays a crucial role for companies to evaluate marketing strategies and demonstrate the added value achieved (Priyanto et al., 2020). Marketing performance is a tool that measures the overall performance level in terms of the success of implemented strategies, product promotion, and company profits (Elwisam & Lestari, 2019). It encompasses the company's achievements in attracting new clients, retaining existing ones, and reaching new client segments (Laukkanen et al., 2013). Initially, marketing performance was measured by comparing the efficiency between marketing costs (input) and sales results (output). It is also used to assess how well a company's marketing plan performs based on financial reports (Rosmayani, 2022).

According to Fatonah et al. (2021), indicators of marketing performance that can be measured include: Meeting sales targets, number of customers, sales growth, marketing reach, profit growth, and profit development.

Digital Marketing

Digital marketing involves utilizing internet technology to reach, engage, and influence existing customers while also reaching new audiences (Kaur, 2017). Yasmin et al. (2015) state that digital marketing refers to marketing strategies that use websites to promote products or services to consumers. As a product distribution platform, digital marketing facilitates sellers and buyers in sharing information and conducting transactions for products or services (Muljono, 2018). Digital marketing can be used on platforms such as YouTube, TikTok, Instagram, Twitter, and Facebook, depending on the target audience. In other words, it can be

described as a marketing strategy that leverages various platforms, including social media (Junaedi et al., 2021).

Previous research findings have proven that digital marketing has a positive effect on marketing performance, affirming that digital marketing impacts marketing performance (Pramuki & Kusumawati, 2021; Ikramuddin et al., 2021). This indicates that the more effective the use of digital marketing in promoting products, the better the marketing performance achieved. However, according to research conducted by Ramadhani et al. (2022), marketing performance does not have an increased impact on digital marketing.

Digital marketing has six indicators (Nuseir & Refae, 2022; Boonmalert et al., 2021): Use of social media, online promotion, marketing content, attractiveness, interaction, and building customer trust.

H1: Digital marketing has a positive and significant impact on the marketing performance of Muslim fashion SMEs in Yogyakarta.

Customer Orientation

The concept of customer orientation is a marketing idea applied at the sales force level (Pousa & Mathieu, 2014). Salespeople strive to help customers solve problems by offering products that meet their needs, thus ensuring customer satisfaction (Udayana et al., 2020). Customer orientation refers to a company's commitment to meeting customer needs, gathering information about their needs, finding ways to satisfy them, and addressing customer feedback and complaints (Syahputra, 2023). Customer orientation is a process that involves understanding the needs and desires of the company and its customers to help create products or services that meet customer needs (Astuti, 2022).

The impact of customer focus on marketing performance has been observed in previous research, illustrating that customer orientation has a positive and significant effect on marketing performance (Dody, 2022; Suhardinata, 2023). This means that the greater the focus on customer needs for a product, the better the marketing performance. However, some findings show that customer orientation does not impact marketing performance (Takata, 2016; Long, 2013).

Customer orientation has five indicators (Fatonah et al., 2021): Commitment to customer satisfaction, gathering information about customer needs, understanding methods to meet customer satisfaction, accommodating various customer complaints, and continuously paying attention to customer needs and preferences.

H2: Customer orientation has a positive and significant impact on the marketing performance of Muslim fashion SMEs in Yogyakarta.

Entrepreneurial Orientation

According to Becherer and Maurer (1998) in Rahmadi et al. (2020), companies with an entrepreneurial orientation always strive to create new products and are willing to take risks. Entrepreneurial orientation is the trait and principle of an entrepreneur to create innovative and creative products, act

proactively, and take risks in decision-making (Zuliasanti et al., 2020). Entrepreneurial orientation includes processes, activities, and organizational decision-making that improve performance by increasing the quality and value of products or services in response to customer needs (Masa'deh et al., 2018). Sulaeman (2018) emphasizes that to achieve good performance, leaders need to focus on entrepreneurial spirit, have clear goals, be decisive, and be willing to take risks.

Previous research shows that entrepreneurial focus contributes positively to marketing performance, supporting the idea that focusing on entrepreneurship affects marketing outcomes (Zuliasanti et al., 2020; Sulaeman, 2018). This means that the more focused on entrepreneurial aspects, the more likely it is to improve marketing performance. However, other research findings indicate that entrepreneurial focus does not significantly affect marketing performance (Priatin et al., 2017; Djodjoko & Tawas, 2014). Entrepreneurial orientation has three indicators (Wirawan, 2017): Ability to innovate, willingness to take risks, and proactivity.

H3: Entrepreneurial orientation has a positive and significant impact on the marketing performance of Muslim fashion SMEs in Yogyakarta.

Based on the presentation of the problem and the foundation of the previous theory, the author formulates his frame of mind including:

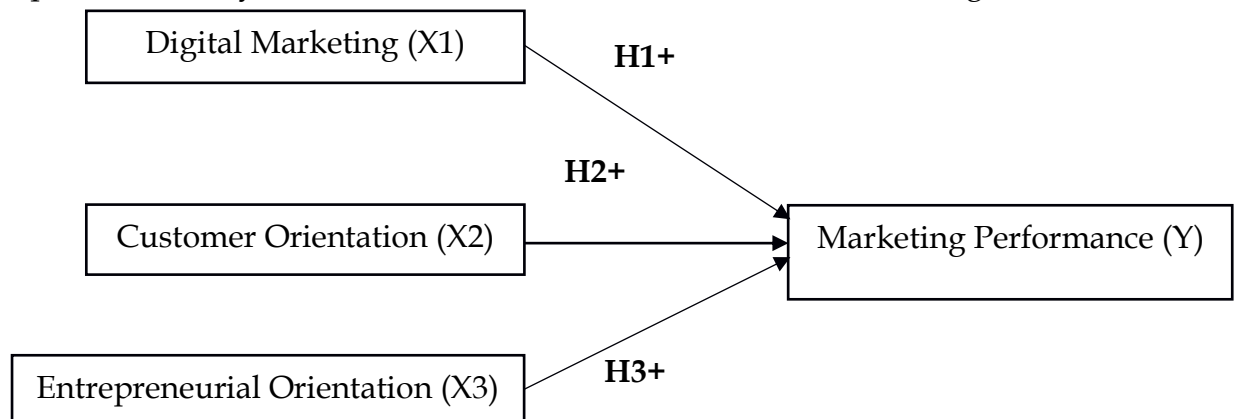


Figure 1. Conceptual Framework

METHODOLOGY

The type of research used is quantitative research aimed at testing research hypotheses. The sampling technique uses purposive sampling with the criteria that Muslim Fashion MSMEs have been running their business for at least the last 3 years and use digital marketing media to support their business activities. The total sample was 40 Muslim fashion MSMEs in the Special Region of Yogyakarta. The analysis tool uses Multiple Linear Regression.

Digital marketing indicators include: use of social media, online promotions, marketing content, attraction, interaction, and building customer trust. Indicators of customer orientation include commitment to satisfying customers, collecting information on customer needs, product differentiation,

accepting customer suggestions, customer focus, and giving special attention to each customer. Indicators of entrepreneurial orientation include aggressiveness in competition, proactiveness, courage to take risks, ability to innovate, and independence. Marketing performance indicators include sales growth, customer growth, market share growth, profit growth, customer satisfaction, and marketing area coverage.

RESULTS

Table 1. SMEs profiles are presented

Profile	Frequency	Percentage
Employee		
< 10 persons	28	70%
10-15 persons	4	10%
>15 persons	8	20%
Total	40	100%
Length of business operation		
3 - 4 years	5	12,5%
>5 years	35	87,5%
Total	40	100%
Digital marketing media		
Whats App	39	27,86%
Instagram	36	25,71%
Tik Tok	23	16,43%
Website	13	9,29%
Marketplace	28	20%
Etc	1	0,71%
Total	140	100%

Test Data Instrument

Validity Test Results

The findings of the validity test of the questionnaire instrument in this research are as follows:

Table 2. Validity Test Results

Statement	r-value	r-table	Sig	Description
Digital Marketing				
X1.1	0,752	0,312	0,000	Valid
X1.2	0,711	0,312	0,000	Valid
X1.3	0,711	0,312	0,000	Valid
X1.4	0,763	0,312	0,000	Valid
X1.5	0,636	0,312	0,000	Valid
X1.6	0,713	0,312	0,000	Valid
Customer Orientation				
X2.1	0,469	0,312	0,000	Valid
X2.2	0,544	0,312	0,000	Valid
X2.3	0,517	0,312	0,000	Valid

X2.4	0,631	0,312	0,000	Valid
X2.5	0,775	0,312	0,000	Valid
X2.6	0,610	0,312	0,000	Valid
Entrepreneurial Orientation				
X3.1	0,819	0,312	0,000	Valid
X3.2	0,742	0,312	0,000	Valid
X3.3	0,743	0,312	0,000	Valid
X3.4	0,480	0,312	0,002	Valid
X3.5	0,445	0,312	0,004	Valid
Marketing Performance				
X4.1	0,909	0,312	0,000	Valid
X4.2	0,765	0,312	0,000	Valid
X4.3	0,823	0,312	0,000	Valid
X4.4	0,869	0,312	0,000	Valid
X4.5	0,545	0,312	0,000	Valid
X4.6	0,623	0,312	0,000	Valid

(Source: Processed Data, 2024)

As presented, all items from factors X and Y have an r-value > r-table value of 0.13, and the r-value is also less than $\alpha = 0.05$. Therefore, all research instruments used in the questionnaire are deemed valid.

Reliability Test Results

The reliability test of the questionnaire instrument in this research shows:

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Critical Value	Description
Digital Marketing	0.805	0.6	Reliable
Customer Orientation	0.536	0.6	Reliable
Entrepreneurial Orientation	0.673	0.6	Reliable
Marketing Performance	0.857	0.6	Reliable

(Source: Processed Data, 2024)

The findings of Cronbach's Alpha coefficients for the variables of digital marketing, customer orientation, entrepreneurial orientation, and marketing performance show that Cronbach's Alpha scores are > 0.6. Therefore, all research instruments in this study, in the form of questionnaires, can be considered reliable.

Inferential Analysis Results

Normality Test

The normality in this research is as follows:

**Table 4. Normality Test Results
One-Sample Kolmogorov-Smirnov Test**

			Unstandardized Residual
N			40
Normal Parameters ^{a,b}	Mean		,0000000
	Std. Deviation		2,14369970
Most Extreme Differences	Absolute		,126
	Positive		,058
	Negative		-,126
Test Statistic			,126
Asymp. Sig. (2-tailed)			,110
Sig.			,114
Monte Carlo Sig. (2-tailed)	99% Confidence Interval	Lower Bound	,106
		Upper Bound	,122

(Source: Processed Data, 2024)

The normality test in Table 4 concluded that the Asymp. Sig. (2-tailed) is 0.110 and the Monte Carlo Sig. (2-tailed) is 0.114. Therefore, the data meets the assumption of normality and is normally distributed.

Multicollinearity Test

The findings of the multicollinearity test in this research are as follows:

**Table 5. Multicollinearity Test Results
Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
1	(Constant)	-1,726	4,394		-,393	,697		
	Digital Marketing (X1)	,568	,167	,489	3,401	,002	,600	1,666
	Customer Orientation (X2)	,141	,177	,110	,796	,431	,646	1,547
	Entrepreneur Orientation (X3)	,417	,147	,336	2,838	,007	,886	1,129

a. Dependent Variable: Marketing Performance

(Source: Processed Data, 2024)

Multicollinearity testing in Table 5 shows the Variance Inflation Factor (VIF) score for the digital marketing variable is 1.666 with a tolerance score of 0.600, the VIF score for the customer orientation variable is 1.547 with a tolerance score of 0.646, and the VIF score for the entrepreneurial focus variable is 1.129 with a tolerance score of 0.886. To determine the presence of correlation between independent variables in this research regression model, the criterion used is VIF less than 10. The existing findings indicate there is no correlation between independent variables, which means this research does not experience multicollinearity.

Heteroskedasticity Test

The findings of the heteroskedasticity test in this research are as follows:

Table 6. Heteroscedasticity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	,480	1,472		,326	,746
	Digital Marketing (X1)	-,028	,056	-,104	-,493	,625
	Customer Orientation (X2)	,059	,059	,203	,997	,325
	Entrepreneur Orientation (X3)	-,021	,049	-,075	-,432	,668

a. Dependent Variable: ABS_RES
 (Source: Processed Data, 2024)

Table 6 presents the heteroskedasticity test utilizing the Glejser test, based on the output, the significance (Sig.) values for the digital marketing variable is 0.625, customer orientation is 0.325, and Entrepreneurial Orientation is 0.668. Therefore, the significance values for all three variables are greater than 0.05, indicating no heteroskedasticity in the regression model. This aligns with decision-making utilizing the Glejser test, showing no indication of heteroskedasticity in the regression model.

Multiple Linear Regression Analysis

The multiple linear regression analysis in this research is as follows:

Table 7. Multiple Regression Analysis Results

Model		Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-1,726	4,394		-,393	,697		
	Digital Marketing (X1)	,568	,167	,489	3,401	,002	,600	1,666
	Customer Orientation (X2)	,141	,177	,110	,796	,431	,646	1,547
	Entrepreneur Orientation (X3)	,417	,147	,336	2,838	,007	,886	1,129

a. Dependent Variable: Marketing Performance
(Source: Processed Data, 2024)

Based on the obtained scores, the multiple linear regression equation in this research is as follows:

The results of the multiple linear regression test obtained a constant value (β) of -1.726, and the standardized regression coefficient value for the digital marketing variable was 0.489, the customer orientation variable was 0.110, and the entrepreneurial orientation variable was 0.336.

Based on the t-test results in Table 7, the hypothesis decision-making in this research is as follows:

1. H1 testing: The influence of digital marketing on marketing performance
The hypothesis testing results show a significance value of 0.002. Since this significance value $<$ 0.05, H01 is rejected, and Ha1 is accepted, indicating that digital marketing has a positive and significant influence on the Marketing Performance of Muslim fashion MSMEs in the Special Region of Yogyakarta.
2. H2 testing: The influence of customer orientation on marketing performance
The hypothesis testing results show a significance value of 0.431. Since this significance value $>$ 0.05, H02 is accepted, and Ha2 is rejected, indicating that Customer Orientation does not have a significant influence on the Marketing Performance of Muslim fashion MSMEs in the Special Region of Yogyakarta.
3. H3 testing: The influence of entrepreneurial orientation on marketing performance
The hypothesis testing results show a significance value of 0.007. Since this significance value $<$ 0.05, H03 is rejected, and Ha3 is accepted, indicating that Entrepreneurial Orientation has a positive and significant influence on

the Marketing Performance of Muslim fashion MSMEs in the Special Region of Yogyakarta.

Coefficient of Determination Analysis (R^2)

The analysis of the coefficient of determination (R^2) in this research is as follows:

**Table 8. Coefficient of Determination Analysis Results (R^2)
 Model Summary^b**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,744 ^a	,554	,517	2,23123

a. Predictors: (Constant), Entrepreneur Orientation, Customer Orientation, Digital Marketing

b. Dependent Variable: Marketing Performance

(Source: Processed Data, 2024)

Based on the findings of the coefficient of determination analysis in Table 8, the obtained Adjusted R Square score is 0.517. This explains that the independent variables (digital marketing, Customer Orientation, and entrepreneurial focus) collectively impact the dependent variable (Marketing Performance) by 51.7%, while the remaining 48.3% is influenced by other variables not included in this research.

DISCUSSION

The Influence of Digital Marketing on Marketing Performance

The first hypothesis testing (H1) indicates that digital marketing has a positive and significant impact on the Marketing Performance of Muslim fashion MSMEs in the Special Region of Yogyakarta. This research demonstrates that the more effective digital marketing used by MSMEs, the higher the Marketing Performance of Muslim fashion MSMEs in Yogyakarta will be.

Respondents in the general descriptive analysis generally rate the utilization of digital marketing positively. This is because MSMEs can reach a wider audience, and online product promotions can increase sales levels.

The findings of this research are consistent with previous studies by Pramuki & Kusumawati (2021) and Ikramuddin et al. (2021), which showed that digital marketing has a positive and significant impact on Marketing Performance.

The Influence of Customer Orientation on Marketing Performance

The second hypothesis testing (H2) indicates that customer focus does not have a significant impact on the Marketing Performance of Muslim fashion MSMEs in the Special Region of Yogyakarta. High or low levels of Customer Orientation do not affect Marketing Performance.

Although on average MSMEs are already customer-oriented, this does not affect Marketing Performance. The reasons include a heavy reliance on technology without sufficient understanding, internal performance improvements that do not affect customer satisfaction, and too many variables being considered, resulting in slow market responses.

The findings of this research support previous studies by Takata (2016) and Long (2013), which explained that customer focus does not have a significant impact on Marketing Performance.

The Influence of Entrepreneurial Orientation on Marketing Performance

The third hypothesis testing (H3) indicates that entrepreneurial focus has a positive and significant impact on the Marketing Performance of Muslim fashion MSMEs in the Special Region of Yogyakarta. This research shows that the better the entrepreneurial performance of MSMEs, the better their Marketing Performance will develop.

On average, MSMEs rate their Entrepreneurial Orientation positively. This is because companies are able to leverage internal strengths by generating innovative ideas and using existing resources to exploit new opportunities.

The findings of this research are consistent with studies by Zuliasanti et al. (2020) and Sulaeman (2018), which showed that entrepreneurial focus has a positive and significant impact on Marketing Performance.

CONCLUSIONS

Based on the analysis of the completed research, the following conclusions can be drawn:

1. Digital marketing has a significant and positive impact on the Marketing Performance of Muslim fashion MSMEs in Yogyakarta. This research demonstrates that digital marketing is a factor that influences Marketing Performance.
2. Customer Orientation does not have a significant impact on the marketing performance of Muslim fashion MSMEs in Yogyakarta. This research indicates that Customer Orientation is not an indicator that affects marketing performance.
3. Entrepreneurial Orientation has a significant and positive impact on the marketing performance of Muslim fashion MSMEs in Yogyakarta. This research shows that entrepreneurial focus is an indicator that influences Marketing Performance.

RECOMMENDATIONS

Based on the research analysis that has been carried out, researchers have several recommendations including:

1. Based on the results of descriptive analysis on digital marketing variables, attractiveness is the indicator with the lowest assessment score. So researchers recommend that Muslim fashion MSMEs in Yogyakarta focus more on product advantages in online marketing to strengthen customer

attraction, such as providing captions on digital platforms regarding product advantages so that they can attract customers.

2. Based on the results of descriptive analysis on the customer orientation variable, giving special attention to each customer is the indicator with the lowest assessment score. So researchers recommend that Muslim fashion MSMEs in Yogyakarta not only give special attention to loyal customers, but must give special attention to all customers without distinguishing between them.
3. Based on the results of descriptive analysis on the entrepreneurial orientation variable, aggressiveness in competition is the indicator with the lowest assessment score. So researchers recommend that Muslim fashion MSMEs in Yogyakarta further increase competitiveness between similar MSMEs in order to create good competition.

FURTHER STUDY

It is hoped that future research can expand the scope of the research sample area so that it is not only limited to one province. This is intended so that the sample can provide a more representative picture of the marketing performance of Muslim fashion MSMEs. Besides that, future researchers can develop research variables that can be placed as antecedents or mediation by involving competitive advantage variables.

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