

SME'S DEVELOPMENT: IS THE ROLE OF WOMEN AND ENTREPRENEURIAL MARKETING IMPORTANT? CASE STUDY OF CONFECTION SME'S IN JEPARA INDONESIA

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Abstract: Micro, Small, and Medium Enterprises (MSMEs) substantially contribute to the Indonesian economy. The marketing approach using entrepreneurial marketing is an appropriate approach to apply to MSMEs. This study aims to analyze the influence of the role of women and entrepreneurial marketing on the development of MSMEs confection businesses in Jepara Regency. The data collection method used a purposive sampling technique, namely the sampling technique, by distributing questionnaires to 137 respondents. While the analysis used is a descriptive quantitative analysis and Structural Equation Modeling (SEM) analysis through the Partial Least Squares (PLS) approach. The results showed that the characteristics of women entrepreneurs, in general, have a high school level of education, the majority of respondents are of productive age, have high morale, and are a generational group born in an era of rapidly developing technological developments. The results of the PLS-SEM analysis show that the role of women has a significant and positive effect on entrepreneurial marketing. This means that the better the encouragement of the role of women, the more entrepreneurial marketing will increase. In addition, the role of women has a significant and positive effect on business development. This means that the better the role of women, the more it will increase in business development. The analysis results on entrepreneurial marketing variables have a significant and positive effect on business development. This means that the better the entrepreneurial marketing drive, the more it will improve the development of MSMEs businesses in confection businesses in Jepara.

Keywords: confection, entrepreneurial marketing, MSMEs development, PLS, women entrepreneurs

Abstrak: Usaha Mikro, Kecil, dan Menengah (UMKM) mempunyai kontribusi yang sangat besar dalam perekonomian Indonesia. Pendekatan pemasaran dengan menggunakan entrepreneurial marketing, merupakan pendekatan yang tepat diterapkan pada UMKM. Penelitian ini bertujuan menganalisis pengaruh peran wanita, dan entrepreneurial marketing terhadap pengembangan usaha UMKM konfeksi di Kabupaten Jepara. Metode pengumpulan data menggunakan teknik purposive sampling yaitu teknik penentuan sampel dengan penyebaran kuesioner sebanyak 137 responden. Sedangkan analisis yang digunakan adalah analisis deskriptif kuantitatif dan analisis Structural Equation Modeling (SEM) melalui pendekatan Partial Least Squares (PLS). Hasil penelitian menunjukkan bahwa karakteristik wanita wirausaha secara umum memiliki tingkat pendidikan menengah atas, mayoritas responden berada pada usia produktif, memiliki semangat kerja tinggi dan merupakan kelompok generasi lahir pada era perkembangan teknologi yang sedang berkembang pesat. Hasil analisis SEM PLS menunjukkan bahwa peran wanita berpengaruh signifikan dan positif terhadap entrepreneurial marketing. Hal ini artinya bahwa semakin baik dorongan peran wanita maka semakin meningkat entrepreneurial marketing. Selain itu, peran wanita berpengaruh signifikan dan positif terhadap pengembangan usaha. hal ini berarti semakin baik peran wanita maka akan semakin meningkat dalam pengembangan usaha. Hasil analisis pada variabel entrepreneurial marketing berpengaruh signifikan dan positif terhadap pengembangan usaha. Hal ini mempunyai arti bahwa semakin baik dorongan entrepreneurial marketing maka akan semakin meningkatkan pengembangan usaha UMKM pada usaha konfeksi di Jepara.

Kata kunci: entrepreneurial marketing, konfeksi, pengembangan UMKM, PLS, wanita wirausaha

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INTRODUCTION

Micro, Small and Medium Enterprises (MSMEs) considerably contribute to the Indonesian economy. Historically, only MSMEs were able to survive the economic crisis that occurred in 1997-1998 while large businesses suffered losses (Suci, 2017).

Data from the Ministry of Cooperatives and SMEs states that in 2016 there were 61.6 million MSMEs, absorbing 112.8 million workers. In 2017, MSMEs amounted to 62.9 million, absorbing 116.6 million; in 2018, MSMEs amounted to 64.1 million, absorbing 116.9 million workers; in 2019, MSMEs amounted to 65.4 million and could absorb 123.3 million workers. And in 2020, there were 64.1 million MSMEs, which can absorb 126 million workers.

In their journey, MSMEs face various challenges and obstacles, such as business capital problems, low managerial ability, and competence in managing a business (Suci, 2017). MSMEs are not only managed and led by men. Many women entrepreneurs have emerged; this is due to three things, namely, as a source of income and as the foundation of the family economy, as well as a means of creativity in everyday life (Bhardwaj, 2018) west, north and south.

The existence of women in managing a business has distinctive characteristics and different characteristics from men in managing a business. Women entrepreneurs in managing their businesses experience differences compared to men. The distinctive character that entrepreneurial women have. According to Suryana (2013), the character is a characteristic that is inherent in a person or object. Most of the characters will be seen when entrepreneurs communicate with their business relationships.

Business development that has been carried out so far is certainly not easy, and women entrepreneurs must be independent. Women have many skills that men don't have; for example, when making decisions, women tend not to be in a hurry, consider their choices, multitasking ability, pay attention to detail, and establish business relationships (Sefer, 2020) there has been significant decline in their numbers. This paper tackles with this contradictory situation and intends to offer an alternative research framework on the viability of the women's agricultural cooperatives in Turkey. Design/methodology/approach: The paper is built

on a critical assessment of the existing literature. It argues that a framework that brings together macro-, meso- and micro-factors will provide a springboard to unfold the gendered processes integral to rural female entrepreneurship in Turkey. Drawing on intersectional theory, the multilayered factors which operate to rural women's (dis. With their entrepreneurial spirit, women entrepreneurs have the power to do anything in the development and sustainability of their businesses, as well as open access to all marketing networks (Sari et al. 2017).

Research from Cullen(2020)and,inparticular,ofnational culture, on business success, further considering how these institutions influence entrepreneurial decisions around partnership structure and networking strategies, for instance. It additionally examines how the female entrepreneur finds her way around these institutions to help her business succeed, evaluating whether this success is a culture-independent phenomenon that can be achieved through using similar, potentially advantageous strategies regardless of national context or whether adjustments are required before entering a foreign market. Design/methodology/approach: The data were collected through a survey study from 240 established female entrepreneurs with 120 from each country. Two existing surveys were used to create the questions. The target sample group was comprised of successful female businesses within northwest England and western Turkey. These regions were selected due to their convenience and accessibility. Only successful businesses or, in other words, established entrepreneurs were accepted to this study. The business success criteria were: age of business (>5 years entitled sociocultural factors as determinants of female entrepreneurs' business strategies. His research surveyed 240 women entrepreneurs with details of 120 entrepreneurs from each country. The results showed significant differences between the two groups of established entrepreneurs in demographic characteristics, networks, work patterns, business management, and obstacles experienced. This finding also confirms that the cultural dimensions of leadership and individualism have the most significant impact on the established business strategies of women entrepreneurs.

Jepara Regency is one of Central Java Province's regencies, which has many MSMEs. One of the SMEs in the Jepara district is the confection business. The confessional business is mostly done by women.

Entrepreneurial marketing is a marketing approach for MSMEs; as stated by Stokes (2015), Entrepreneurial marketing is aimed at developing MSMEs in an integrated manner and conceptualizing marketing in an era of change, complexity, and uncertainty. Moreover, entrepreneurial marketing can help identify and exploit opportunities and manage the marketing efforts of the business they own (Ferreira et al. 2019).

Entrepreneurial marketing is intended for small businesses that grow through entrepreneurship (Hills et al. 2019). Morris et al. (2015) said entrepreneurial marketing has entrepreneurial-oriented characteristics, namely having seven basic dimensions: an entrepreneur must be active, focus on opportunities, calculate risk, innovation, customer intensity, increase resources and create value. According to Septiani et al. (2013), the implementation of entrepreneurial marketing by an MSME actor will lead to an innovation orientation and a bottom-up strategy, namely adjusting products to consumer demand.

Through an entrepreneurial marketing approach, women entrepreneurs can play an important role in the success of business development in the midst of an era of change and uncertainty. Based on the problems that have been described, this study aims to analyze the influence of the role of women in entrepreneurial marketing, the role of women in business development, and entrepreneurial marketing on business development in SMEs in Jepara Regency.

METHODS

This research was conducted in two villages in Jepara Regency, Central Java Province, Pancur Village, Mayong District, and Sendang Village, Kalinyamat District. The appointment of the two locations was made purposively based on the consideration that there were many confection businesses owned and managed by women. This research was carried out from January 2022 to April 2022. The initial study found that the current population was 186, consisting of 156 in Sendang Village and 30 in Pancur Village. After taking questionnaires in the field that were successfully surveyed, it was found that the total population of 137, Sendang Village samples were 112, and Pancur Village opened 25. Hair et al. (2014) SEM is equivalent to carrying out covariance-based SEM (CB-SEM state

that the requirement for the number of samples in the PLS-SEM analysis is 10 times the number of the largest indicators in the sub-variables or 10 times the number of sub-variables and research variables. In this case, it is 10 times 18 for a total of 180 samples, but because the population is 137, this study used the census method.

The questionnaires that have been distributed are determined based on the non-probability sampling method, while the sampling technique used is using purposive sampling technique, namely the sampling technique with certain considerations such as the respondent being an entrepreneurial woman who manages and owns a confection business and the respondent is an entrepreneurial woman who is considered mature enough. and deemed able to fill out the questionnaire (aged 17 years and over).

This study uses two analyzes, namely descriptive analysis, and SEM analysis, with the PLS approach. Descriptive analysis is used to determine the identity data of respondents and the characteristics of women entrepreneurs of Jepara confection. SEM analysis with the PLS approach is used to see the direct influence between the variables of the role of women entrepreneurs, entrepreneurial marketing, and business development.

Based on the conceptual framework and objectives, the research hypothesis can be formulated as:

- H1: The role of women has a significant effect on entrepreneurial marketing
- H2: The role of women has a significant effect on business development
- H3: Entrepreneurial marketing has a significant effect on business development.

The following is the research model design which is illustrated in Figure 1.

RESULTS

Characteristics of Respondents

Characteristics of women entrepreneur respondents in the confection business in Pancur Village and Sendang Village. Pancur village has a total of 25 respondents, or 18.2%, and the rest is Sendang village with a total

of 112 or 81.8%. Most of the women entrepreneurs involved in the confection business in Pancur and Sendang villages have various ages between the age range of 20 - 30 years which dominate with a proportion of 38.7%, followed by the second position aged 31 - 40 years with a percentage of 32.8%. This shows that most economic actors are of productive age and still in healthy and supportive condition. In addition, the respondents' characteristics are the generation dominated by Generation Z and Y. Andrea et al. (2016) said generation Z was born in an era of technological development that is developing rapidly. This generation masters the latest technology; generations Z and Y use their gadgets in every activity.

The highest level of education for women entrepreneurs in the two villages is SMA/SMK/MA (High School) graduates with a total of 61 respondents with a percentage of 44.5%, followed by S1 graduates with a percentage of 32 with a percentage of 23.3%. This shows that the level of formal education of women entrepreneurs is relatively high. Judging from the marriage status, as many as 128 or 93.4% stated that they were married, and two respondents or 1.5% were recorded as married. The goods produced by

entrepreneurial women in Sendang were mostly pants with a total of 116 or 84.7%, and the least produced were jackets with a total of 1 or 0.7%.

Structural Equation Modeling Analysis (SEM-PLS)

Structural Equation Modeling (SEM) analysis through the Partial Least Square (PLS) approach is intended to determine the relationship between latent variables and also the relationship between latent variables and construct indicators. The construct variable consists of various dimensions (dimensional constructs). Each dimension is then measured by several indicators (second-order construct). According to Ghazali (2017), the outer model is a measurement model to assess the validity and reliability of the model. At the same time, the inner model aims to predict the relationship between latent variables. Parameter evaluation of the measurement model (outer model) by testing the validity of the convergent. A convergent validity test is seen from the value of the loading factor and Average Variance Extracted (AVE). Furthermore, then test the discriminant validity by looking at the value of cross-loading. The reliability of the measurement model is tested using composite reliability.

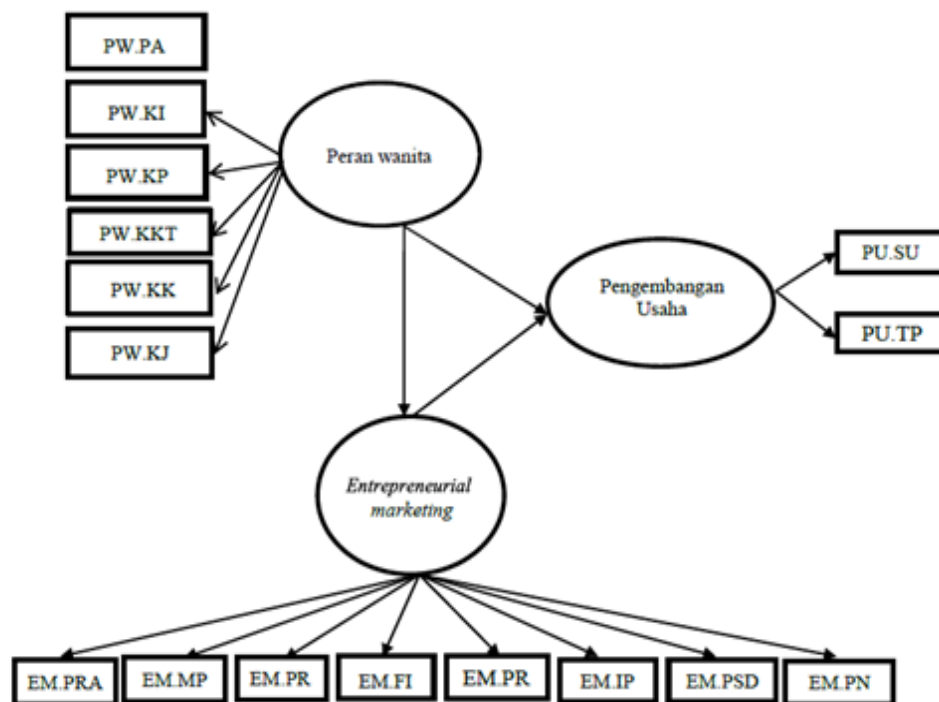


Figure 1. Model Framework (PW.PA (Analytical Planning); EM.PR (Taking Risk); PW.KI (Innovation Competence); EM.FI (Focus On Innovation);PW.KP (Implementation Competence); EM.IP (Intensity Customer);PW.KKT (Teamwork Competence);PW.KK (Leadership Competence); EM.PSD (Utilization Source Power);PW.KJ (Network Competence); EM.PN (Creation Score);EM.PRA (Proactive); PU.SU (Scale enterprises);EM.MP(Look for Opportunity); PU.TP(Level Income)).

All indicators in the model are reflective. Several indicators of the role of women and business development are reduced or omitted from the model. This indicator is characterized by its coefficient value which is less than 0.5. After the elimination process is complete, the final model will be obtained.

The initial research model explains the latent variables of Women's Roles (PW), Entrepreneurial Marketing (EM), and Business Development (PU). The role of women has sub-variables, namely Analytical Planning (PA), Innovation Competence (KI), Implementation Competence (KP), Team Work Competence (KKT), Leadership Competence (KK), and Network Competence (KJ), where each sub-variable has a total of twenty-five indicators that reflect PA.

Entrepreneurial Marketing (EM) latent variable has sub-variables, namely Proactive (PRA), Opportunity Seeking (MP), Risk Taking (PR), Focus on Innovation (FI), Customer Intensity (IP), Resource Utilization (PSD), Value Creation (PN), has twenty-seven indicators. The latent variable Business Development (PU) has sub-variables, namely Business Scale (SU) and Income Level (TP), with eight indicators. After testing following the loading factor criteria, each indicator must have a value of 0.5 (Chin 1998), (Ghozali 2017). The deletion process is carried out sequentially, starting with finding the value for each indicator that has a value below the standard 0.5. Then proceed by deleting the indicators one by one. The indicators that were deleted were the female role variables PW.P4 and PW.P11, as described in Figure 2 Final Algorithm SEM Model.

The final SEM model of the research in Figure 2 shows that the latent variable of the role of women has six sub-variables, namely: Analytical Planning (PA), Innovation Competence (KI), Implementation Competence (KP), Teamwork Competence (KKT), Leadership Competence (KK) and Network competence (KJ). Entrepreneurial women (women entrepreneurs) are both women and able to take responsibility for management activities in business (Mohsin and Lei, 2020). The Leadership Competency sub-variable (KK) is the most crucial, and the highest loading factor value is 0.873 in reflecting the leadership ability of a woman entrepreneur. This indicates that the leadership of women entrepreneurs can mobilize and coordinate employees according to the organization's vision, mission, and goals. Through leadership, strong

women can create their own work culture (Rahmawati et al. 2018). Team member performance-driven culture, in which leaders consult, share decision-making, and delegate. According to Santoni et al. (2021), Leadership in business organizations can motivate team member morale to achieve maximum goals. Leadership must be able to build team member loyalty, trust, involvement, and self-motivation with a personal touch.

The business owner heavily influences the key to success in managing MSMEs. MSME owners act as leaders who lead people and businesses to manage, organize and make various plans for developing their businesses. An entrepreneur must have leadership skills. A business leader must have a vision and mission going forward, have a high sense of business and sense of change, where leaders who are aware of the constantly changing business environment (By 2021) this article sets out to enshrine the pivotal role of purpose. First, it introduces the Telos Leadership Lens (TLL).

Implementation Competence (KP) is a sub-variable with the lowest loading factor value of 0.714. Carrying out confection business activities during the Covid-19 pandemic takes work. Many confection businesses have experienced a decline in sales. According to Rosmadi (2021), many companies reduced production activities during the Covid 19 pandemic and terminated employment (PHK). Entrepreneurial women must adapt by taking various actions to survive amid the Covid 19 pandemic. Through a strategy questionnaire conducted by entrepreneurial women in confection businesses during the pandemic, including coaching resellers and employees, developing human resources, dropshipping, conducting online marketing, digitalization, and product innovation.

In the women's role variable, several indicators are dominant in several sub-variables. The most dominant indicator in the Analytical Planning (PA) sub-variable understands the problems that often arise with the PW.PA1 code with a loading factor value of 0.853. The most dominant indicator in the Innovation Competency (IC) sub-variable is the indicator for developing a product that is produced using one method with the code PW.KI6 with a loading factor value of 0.873. The most dominant indicator for Implementation Competency (KP) sub-variable is PW.KP9, namely being able to carry out what is planned with a loading factor value of 0.797. PW is the most dominant indicator of Team Work Competency (KKT) sub-

variable.KKT13, namely being able to communicate well with colleagues, with a loading factor value of 0.829. Leadership Competency Sub-variable (KK), the most dominant indicator is PW.KK17, which can inspire employees to align the vision, mission, and business goals of MSMEs with a loading factor value of 0.767 and Network Competency Sub-variable (KJ), the most dominant indicator is PW.KJ23, namely being able to build good cooperation with business partners with a loading factor value of 0.862.

Entrepreneurial marketing latent variables have seven sub-variables, namely: Proactivity (PRA), Encouragement to Seek Opportunities (MP), Risk Taking (PR), Focus on Innovation (FI), Customer

Intensity (IP), Resource Utilization (PSD), and Value Creation (PN). Competence in running entrepreneurial marketing is successful if seven sub-variables can be run optimally. Resource Utilization (PSD) is the sub-variable with the highest loading factor value of 0.880. The utilization of resources is one significant dimension. Resource utilization helps increase the marketing of products produced by confection businesses. The effectiveness of these resources is to create customer value and is usually obtained through collaboration with previously owned business partners. Resources have limitations, so efforts are needed to find other resources (Fard and Amiri, 2018). Resources have a significant role where resources can link all marketing activities carried out by the confectionery business.

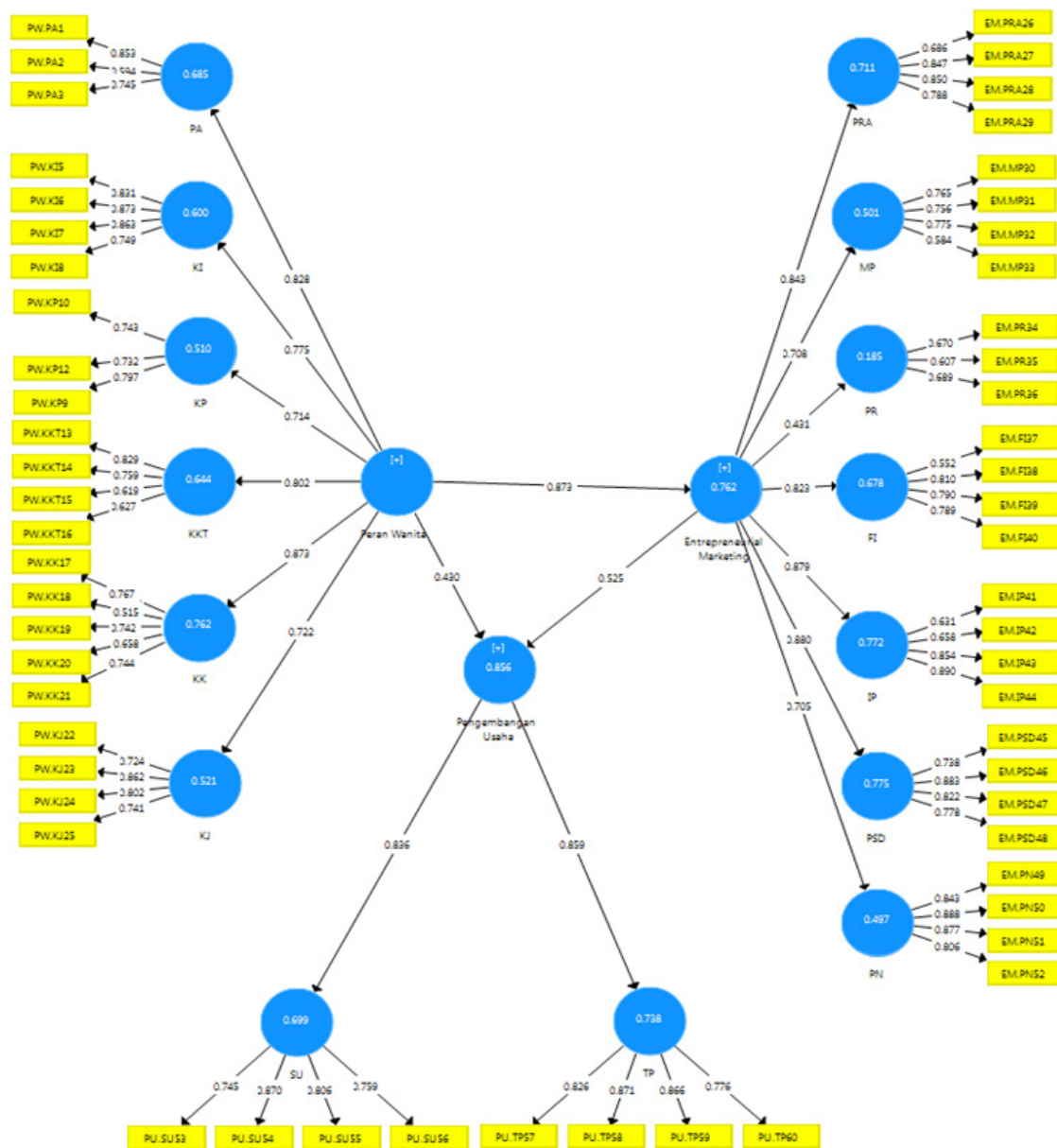


Figure 2. Final Algorithm SEM Model

The most dominant indicator of the Proactive sub-variable (PRA) is EM.PRA28, which is fast in providing input so that MSMEs can respond to business situations with a loading factor value of 0.850. EM is the most dominant indicator for the Sub-variable Encouragement to Seek Opportunities (MP).MP32, which is motivated to get good opportunities with a loading factor value of 0.775. The most dominant sub-variable Risk Taking (PR) indicator is EM.PR36 is a lack of courage in facing risks in business, with a loading factor value of 0.689. The focus on the innovation sub-variable (FI) with the most dominant indicator is EM.FI38, namely being able to think creatively in pursuing new ideas with a loading factor value of 0.810. The sub-variable Focus on Customer Intensity (IP) is the most dominant indicator is EM.IP44 pays attention to after-sales service with a loading factor value of 0.890. The sub-variable Focus on Resource Utilization (PSD), with the most dominant indicator being EM.PSD46, namely maximizing the benefits of cooperation with business partners with a loading factor value of 0.883. EM is the most dominant indicator in the sub-variable Focus on Value Creation (PN).PN50, namely a harmonious customer relationship, is essential for business continuity with a loading factor value of 0.888.

Business development latent variables have two sub-variables: Business Scale (SU) and Income Level (TP). Income level (TP) is the highest sub-variable with a loading factor value of 0.858. Revenue is one of the most crucial aspects for MSME businesses in forming profit and loss statements. Revenue is revenue or income, or profit. Income has a significant influence on the overall business activities of confection SMEs. The greater the level of income earned, the greater

the ability of the business to finance all expenses and confection business activities. Besides that, the income also influences business profit and loss (Soekartawi, 2002). Level of income through receiving profits, meeting needs and paying taxes, allocating capital for further business, and reducing the debt burden. Business Scale (SU), the most dominant indicator, is PU.SU55, namely during the Covid-19 pandemic, can properly minimize team member reductions with a loading factor value of 0.806. Sub-variable Level of Income (TP), the most dominant indicator, is PU.TP58, namely the burden of accounts payable, is reduced with a loading factor value of 0.871.

From the Table 1, it can be explained that all 4 criteria and expected values of the reflective model, namely cross loading, loading factor, average variance extracted (AVE), and composite reliability, and Cronbach's Alpha, have met the outer model standard.

The inner model analysis is an analysis that describes the causal relationship between latent variables. Researchers evaluate the structural model by looking at the R-Square and Tstatistic values on the estimated path coefficients through the bootstrapping process. According to Ghazali (2017), the observation of R² of the endogenous latent variable is carried out to see how much the variability of the endogenous construct can be explained by the variability of the exogenous construct, while the estimated path coefficient includes the direct positive effect of a latent construct with other latent constructs. The results of the assessment of the criteria and standard values of the inner model of this research can be seen in Table 2.

Table 1. Results of evaluation of criteria and standards of reflective model values

Criteria	Standard	Rating result	Conclusion
Loading Factor	≥ 0.5 (Chin, 1998)	All indicators have loading factor 0.5	Fulfill
Composite Reliability	≥ 0.6 (Chin, 1998)	All indicators have composite reliability 0.6	Fulfill
Average Variance Extracted (AVE)	≥ 0.5 (Chin, 1998)	All indicators have AVE 0.5	Fulfill
Cross Loading	Each indicator has a higher loading for each measured latent, compared with indicators for other latents	All indicators have a greater correlation with self-latency than with other latency	Fulfill

Based on the R-Square criteria in Table 2, the results of the R-Square for the entrepreneurial marketing variable are 0.761 and R² for the business development variable 0.854. The results of data processing with PLS explain that the R-Square of the two variables is in the strong (substantial) category. this shows that the variable is able to represent the variables contained in the model. Furthermore, the path coefficient estimation test is carried out which sees the T-statistic value as the basis for assessing the significant effect of a construct and sees the Original Sample value as a basis for assessing how much influence it has.

Table 2. Value of R-Square

	R-Square
Entrepreneurial Marketing	0,761
Business development	0,854

The next step is to perform path coefficient analysis. In this process, the researcher sees that the hypothesis made in the initial research model is accepted or vice versa, which is rejected. The bootstrapping process is carried out to produce the original sample (O), T Statistics, and P Values values for the estimated path coefficient. The output path coefficient results can be seen in Table 3.

The influence of the role of women on entrepreneurial marketing

Based on the coefficient value above, it can be explained that the latent variable of the role of women has a positive influence on entrepreneurial marketing by having a p-value (0.000) < alpha (0.05) then H1 is accepted, meaning that there is a significant influence between the role of women on entrepreneurial marketing at the significance level. 5%. This explains that the better the encouragement of women's roles, the more entrepreneurial marketing will be, with the original sample (O) value of 0.873. According to

Ahmad et al. (2018) entrepreneurial women make a significant contribution to employment, wealth creation, and innovation. Entrepreneurial women not only provide them with income economically but also play an essential role in creating jobs for others and reducing gender inequality (Zhu et al. 2019). The economic condition of the family indirectly also supports the growth of the entrepreneurial spirit of women in order to create economic independence to meet the needs of life. Women are generally known to be better at multi-tasking than men. This is a significant advantage and strength for women entrepreneurs in marketing because they have to be flexible and carry out many different roles to run their businesses.

The influence of women's roles on business development

The influence of women's roles on business development has a p-value (0.000) < alpha (0.05), so accept H2, meaning that there is a significant influence between women's roles on business development at a significance level of 5%. The estimated value is positive, and this means that the better the role of women, the more they will increase business development. This is in line with the research by Mohsin and Lei (2020) that the ability of entrepreneurial women has a significant effect on the development of MSME businesses in Bangladesh. According to Priminingtyas (2010), most of the small, micro, and medium enterprises (MSMEs) managed by women have many roles in managing their business; on the one hand, women are placed as managers other hand, they are also workers. The competence of women entrepreneurs in developing their businesses through their characteristics will affect the course of business performance. Analytical planning, innovation, implementation, teamwork, leadership, and networking must be carried out optimally for MSME business development.

Table 3. Output path coefficient

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Hypothesis
The role of women → Entrepreneurial Marketing	0,873	28,862	0,000**	Accepted
The role of women → Pengembangan Usaha	0,430	4,968	0,000**	Accepted
Entrepreneurial Marketing → Business Development	0,525	5,965	0,000**	Accepted

Hasugian and Panggabean (2020) show that the role of women in business improvement and financial reporting has a significant and positive effect on MSME business development. Women entrepreneurs in developing MSMEs can take part in various training activities organized by government and private agencies to increase the motivation and work ethic of women entrepreneurs.

The effect of entrepreneurial marketing on business development

The effect of entrepreneurial marketing on business development has a p-value (0.000) < alpha (0.05), so accept H3, which shows that there is a significant influence between entrepreneurial marketing on business development at a significance level of 5%. So that the third hypothesis can be accepted, this means that the better the entrepreneurial marketing drive, the more MSME business development will be in the confection production business in Jepara. The results of this study align with research conducted by (Sarma et al. 2013) which states that entrepreneurial marketing has a significant and positive effect on business development.

According to Sarma et al. (2013), an entrepreneurial marketing approach will be able to create MSME business conditions in accordance with the achievement of the targeted goals. Entrepreneurial women must be able to adapt and innovate by taking various actions, especially through digital platforms, because currently, digital platforms have high access to product promotion in a broader realm. Innovation will be very successful if it is supported by the participation of technology, resources, and entrepreneurial personality innovating (Niammuad et al. 2014).

Niammuad et al. (2014) in his research found that entrepreneurial behavior does have a strong tendency to be able to form and encourage innovation in generating new ideas and products. However, the effect is insignificant because environmental factors impact entrepreneurial motivation in generating benefits for creativity.

Managerial Implication

The management of the confection business carried out by women entrepreneurs has an excellent ability to lead a business organization. The ability of women entrepreneurs in the competence to lead a confectionary business is very dominant. Therefore the advantages of this ability, if appropriately managed, will be beneficial for the recovery of the confectionery business. Leaders can set a good example for employees. A leader is not only able to delegate tasks to others but also be part of the organization. A good leader is a leader who can choose a suitable form of communication with employees.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The results of the PLS-SEM analysis show that the role of women has a significant and positive effect on entrepreneurial marketing. In addition, the role of women has a significant and positive effect on business development. The analysis results on the entrepreneurial marketing variable have a significant and positive effect on business development.

Recommendations

Capacity building in business development can be through increasing entrepreneurial marketing skills. The increase in entrepreneurial marketing capabilities is shown through seven dimensions: proactive, seeking opportunities, risk-taking, focus on innovation, customer intensity, resource utilization, and value creation. The covid-19 pandemic is a lesson that offline marketing cannot be used as the only marketing method by entrepreneurial women in the field of confection. It is hoped that women entrepreneurs will be more open-minded toward developing information technology. Through digital marketing, marketing can take advantage of information technology in the marketplace and on social media. This is expected to increase sales turnover positively.

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