The Effect Of Marketing Knowledge Competency And Entrepreneurial Orientation On Marketing Performance Through Marketing Capability In Tempe SMEs In Situbondo Regency

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Article Info	ABSTRACT
	Small and Medium Industries are the largest industries in Indonesia that have an important role in the Indonesian economy because they can drive economic growth and are a source of new entrepreneurial creation. Small and medium industries are expected to be more creative and prepare marketing strategies to face increasingly complex changes in the business environment. This study aims to determine the influence of marketing knowledge competency, entrepreneurial orientation, and marketing capability on marketing performance in Tempe SMEs.This study was conducted based on the gap in previous research results (research gap) and the difference in focus of discussion on entrepreneurial orientation and the influence of knowledge competence and company capabilities on marketing performance. This study was conducted by taking the object of research in Small and Medium Industries on a small scale in Situbondo City totaling 190 SMEs with new entrepreneurial elements. The sampling technique used was purposive sampling. The number of respondents determined as the research sample was 100 people. The analysis technique used to interpret and analyze the data in this study was the Structural Equation Model (SEM) technique from the AMOS software package. From the results of hypothesis testing, it is proven that the entrepreneurial orientation factor and market knowledge competence have a significant positive effect on marketing capability and marketing performance. Influence analysis is needed to determine the extent of the influence of exogenous variables on endogenous variables both directly and indirectly. The magnitude of the influence of each exogenous variable on the endogenous variable is directly apparent. entrepreneurial orientation and marketing knowledge competence there is a direct influence of entrepreneurial orientation and marketing knowledge competence on marketing capability of 0.499 and 0.281. Then there is also a direct influence on entrepreneurial orientation, marketing knowledge competence, and marketing capability of 0.353 and 0.186, and 0.555.
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INTRODUCTION

Small and Medium Industries are the largest industries in Indonesia that can improve the Indonesian economy (Usvita, 2014). Small and medium industries have also been recognized

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as a driving force for economic growth and are able to create jobs (Pratono & Mahmood, 2015). According to Widiastuti et al. (2011) the characteristics of Small and Medium Industries include micro-scale, spread throughout Indonesia, labor-intensive, relatively small investment and producing high added value, low entry barriers (using simple to intermediate technology, and not requiring high skills), a source of new entrepreneurial creation, having a high level of flexibility in anticipating the dynamics of market changes and being resistant to economic crisis turmoil.

Currently, Small and Medium Industries (SMEs) in Indonesia are facing a difficult situation amidst increasingly complex business environment changes (Aristiyo & Murwatiningsih, 2015). Small and medium industries experience several problems such as the quality of human resources (HR), weak organization and management, weak financial control, failure to develop strategic planning, poor inventory control and inability to make entrepreneurial transitions (Andriani, 2012). Therefore, SMEs are required to be more creative and prepare marketing strategies to face increasingly complex business environment changes and increasingly dynamic market conditions (Sari, 2013).

The impact of the strategy implemented by SMEs can be measured using the marketing performance of the SME. Thus, small and medium industries must understand the marketing performance of their businesses in order to continue to grow (Charir., et al., 2017). Marketing performance is an important element of company performance in general because a company's performance can be seen from the marketing performance that has been carried out so far. Marketing performance is a concept for measuring a company's marketing achievements. Every company is interested in knowing its achievements as a reflection of the success of its business (Winata, 2010). Every business actor must manage the company with systematic efforts to place the benefits of good marketing performance (Halim et al., 2012). Marketing performance measurement needs to be done because the purpose of the business, in addition to creating customers, is also able to gain profit (Hatta, 2015). Performance measurement is an effort to map strategies into actions to achieve certain targets, not only the final target needs to be measured but also related to the competencies and processes that have been implemented (Handayani, 2011).

According to (Charir et al., 2017) business actors will also experience other obstacles, including low quality of human resources, weak market access and development, weak capital structure, weak organization and management and limited business networks and cooperation with other business actors, inadequate access to economic facilities and infrastructure, unhealthy competition due to a less conducive business climate. The strategy that can be used to improve marketing performance is to improve marketing capabilities appropriately and accurately so that they can influence the company's marketing performance capabilities (Yao & Qin, 2016).

Marketing capability enables businesses to provide added value and create value for customers and be competitive (Mawu et al., 2016). Good development of marketing capability is essential for marketing activities in the effort to gather information about market needs and recover target market segmentation (market planning activities), develop new services to

meet the needs of targeted segments (through product development activities) price of services/products and communication services benefits offered to the target market (Halim et al., 2012). The company's marketing capability can be improved through marketing knowledge competency and entrepreneurial orientation (Charir et al., 2017). Likewise, improving marketing performance can be done through improving marketing competency and entrepreneurial orientation.

Marketing knowledge is knowledge related to the marketing process of an organization, marketing activities, and knowledge about the use of assets and capabilities related to marketing. Marketing knowledge can be knowledge about market conditions, trends, consumer preferences, and others. So if a company has good marketing knowledge, it can improve marketing performance (Reza & Amini, 2016). The achievement of marketing capabilities and performance is also supported by strong entrepreneurial orientation capabilities (Hatta, 2015).

Entrepreneurial orientation includes the ability to make decisions with courage to take risks, creativity, innovation and proactiveness towards changes that greatly determine the success of a business (Hatta, 2015). However, to achieve business success, it is necessary to develop marketing capabilities in improving marketing performance. Marketing capabilities are a set of skills and accumulation of knowledge and the ability to coordinate marketing activities. Thus, the success of marketing capabilities to improve marketing performance is greatly influenced by marketing knowledge competency factors and entrepreneurial orientation (Charir et al., 2017).

Several previous studies have stated that there is a relationship between marketing knowledge and entrepreneurial orientation towards marketing performance through marketing capabilities in fisheries businesses in Malang City (Charir et al., 2017). Research conducted by Sugiyarti (2015) entitled Creation marketing capabilities as antecedents for successful marketing performance which states that marketing capabilities have a significant effect on marketing performance. While research conducted by Wahyu (2013) stated different results, namely that marketing capabilities do not affect marketing performance in SMEs in Malang. Marketing knowledge competence is important for company performance (Andriani, 2012). The relationship between marketing knowledge competence variables and marketing performance is proven by research conducted by Reza and Amini (2016) which states that marketing knowledge competence has a positive and significant effect on marketing performance.

Entrepreneurial orientation is seen as having the ability to improve a company's performance (Hatta, 2015). Entrepreneurial orientation can contribute to the performance and resilience of a superior business and is seen as having the ability to improve a company's performance (Hidayat & Murwatiningsih, 2018). This is evidenced by research conducted by Alswidi (2016) which states that entrepreneurial orientation has a positive and significant effect on marketing performance. Research with similar results was also conducted by Charupongson and Puriwat (2017) which also stated that entrepreneurial orientation has a positive effect on marketing performance. However, the results of this study do not match the research

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conducted by Halim (2012) which stated that entrepreneurial orientation has no significant effect on marketing performance.

The use of capability as an intervening variable in this study is based on previous research. Marketing capability is the most important driver of performance, followed by industry strength, especially competition, supplier power and market orientation. Marketing capability includes the development of new products and prices are the main factors in improving high performance (Charir et al., 2017). Capability is able to provide added value and create value for customers and be competitive (Mawu et al., 2016). The use of marketing capability is also supported by previous research conducted by Hatta (2015) which states that marketing capability is able to mediate the influence of entrepreneurial orientation on marketing performance. After knowing that there is a research gap in previous research, the researcher will also examine the gap phenomenon in the object of this study. The object of this study is the Small and Medium Industry (IKM) Tempe in Situbondo Regency.

Tempe SMEs have also been oriented towards entrepreneurship by innovating tempe products, such as making processed snacks from tempe that has been produced. The processed snack products are in the form of tempe chips with various flavors and so on. The actors have also dared to take risks in their businesses by expanding to markets outside Java to increase market share even though the risk is the addition of additional burdens such as shipping costs outside Java which will affect the company's profits. SMEs have made efforts to increase sales and marketing performance of their businesses. However, there is still a decline in sales turnover so that the marketing performance of Tempe SMEs in Situbondo City needs to be studied further.

This is not in accordance with the opinion of Charir dik. (2017) who stated that marketing knowledge competence is very important for running a business, so that it can achieve good performance. In addition, this is also not in accordance with the opinion of Nur et al. (2014) who stated that good entrepreneurial orientation skills will be able to improve market orientation, and with good orientation in the organization will be able to improve marketing performance and organizational performance.

Based on the background above, which shows that there are differences in previous research and supported by data obtained from observations. So the researcher is interested in studying more deeply about these variables by adding marketing capability variables as intervening. The title of the proposed research is The Influence of Marketing Knowledge Competence and Entrepreneurial Orientation on Marketing Performance Through Marketing Capability at Tempe SMEs in Situbondo Regency.

RESEARCH METHODS

This study uses quantitative research. Quantitative research is based on the philosophy of positivism, used to research a certain population or sample, data collection using research instruments, data analysis is quantitative or statistical, with the aim of testing the established hypothesis (Sugiyono, 2017). The design of this study includes population, research sample and sampling technique, data collection method, research variables, data analysis method,

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and hypothesis testing.

The recommended minimum sample size (Hair et al 1995, Ferdinand, 2002, p.47) is 5 observations for each estimated parameter, and the appropriate and recommended sample size is between 100-200. And in this study, a sample of 100 will be used to meet the requirements for using SEM so that a decent goodness-of-fit can be obtained as much as possible.

Data analysis is the process of simplifying data into a form that is easier to read and interpret. This study uses a causality model or influence relationship to test the proposed hypothesis, so the analysis technique used is SEM (Structural Equation Modeling). SEM is a collection of statistical techniques that allow testing a series of relatively complex relationships, simultaneously (Ferdinand, 2002). SEM - Structural Equation Model, is a multivariate model in the form of structural equation analysis.

RESULTS AND DISCUSSION

Normality Test

The level of normality of the data in the study must also be tested. This is a requirement of SEM operations, especially when estimated using the Maximum Likelihood Estimation Technique. This test is carried out based on the skewness value of the data used. The assumption of normality will be rejected if the z value is greater than the critical value (± 1.96) at a significance level of 0.05 (5%). The normality test in this study was carried out by giving the test for normality and outliers command, with the processing results (output). The results of the normality test are greater than the critical value of ± 1.96 with α = 5%. Therefore, there is no evidence that the distribution of this data is not normal.

Reliability and Variance Extract Test Results

<div align="center">Table 1.1 Results of Reliability Test and Variance Extract</div>

	Loading	Loading 2	Error	1-Error	∑ Loading2	Cost. Reliab	Var.Extr
ORIGINAL - KEW					5,847	0.849	0.652
X1	0.829	0.687	0.69	0.31			
X2	0.798	0.637	0.64	0.36			
X3	0.791	0.626	0.63	0.37			
∑	2.416	1.95	1.96	1.04			
COMPUTER-PEN-PEM					4.827	0.778	0.540
X4	0.661	0.436	0.44	0.56			
X5	0.826	0.682	0.68	0.32			
X6	0.71	0.504	0.5	0.5			
∑	2.197	1,622	1.62	1.38			
KAP-PEM					13,075	0.875	0.586
X7	0.76	0.519	0.52	0.48			
X8	0.681	0.463	0.46	0.54			
X9	0.666	0.443	0.44	0.56			
X10	0.847	0.717	0.72	0.28			

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	Loading	Loading 2	Error	1-Error	∑ Loading2	Cost. Reliab	Var.Extr
∑	3.616	2.635	2.14	1.86			
KIN-PEM					5,099	0.738	0.504
X11	0.702	0.493	0.49	0.17			
X12	0.682	0.595	0.46	0.54			
X13	0.771	0.594	0.59	0.41			
X14	0.805	0.649	0.65	0.35			
∑	2.258	1,838	2.19	1.81			

Source: data developed in this study, 2024

From the table above, it can be seen that the reliability and variance extract values are above the required value limits. In general, it can be concluded that the indicators used as observed variables are relatively capable of explaining the latent variables they form.

Data analysis

For statistical tests, the relationship between variables that are the basis of the research hypothesis has been proposed. Statistical tests of the processing results with SEM are carried out by looking at the level of significance of the relationship between variables that appear from the P and CR values of each relationship between variables. For the statistical testing process of regression weight, it appears in table 1.2 as follows:

Table 1.2 Regression Weights

	Estimate	SE	CR	P
KAP PEM <-- KOM PENG PEM	0.281	0.1	2,331	0.02
KAP PEM <-- ORIGINAL KEW	0.499	0.091	3.883	0
KIN PEM <-- ORIGINAL KEW	0.353	0.097	3.268	0.001
KIN PEM <-- KOM PEN PEM	0.186	0.099	1,994	0.046
KIN PEM <-- KAP PEM	0.555	1.175	4.027	0
X6 <-- KOM PENG PEM	0.710			
X5 <-- KOM PENG PEM	0.826	0.165	6.336	0
X4 <-- KOM PENG PEM	0.661	0.153	5.286	0
X9 <-- KAP PEM	0.666			
X8 <-- KAP PEM	0.681	1.181	5,694	0
X7 <-- KAP PEM	0.720	0.205	5,941	0
X3 <-- ORIGINAL KEW	0.791			
X2 <-- ORIGINAL KEW	0.798	0.103	8,037	0
X1 <-- ORIGINAL KEW	0.829	0.113	8,087	0
X11 <-- KIN PEM	0.702	0.112	7.132	0
X12 <-- KIN PEM	0.682	1.108	6,919	0
X10 <-- KAP PEM	0.847	0.184	7.12	0
X13 <-- KIN PEM	0.771	0.108	8,338	0
X14 <-- KIN PEM	0.805			

Source: data developed in this study, 2024

It can be seen in table 1.2 above that all hypotheses proposed in this study have proven significant. The marketing capability variable has the largest positive effect on marketing per-

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formance with a critical ratio value of 4.027. Followed by the effect of entrepreneurial orientation on marketing capability with a critical ratio value of 3.883. The next sequence is the positive effect of entrepreneurial orientation on marketing performance with a critical ratio value of 3.268, then marketing knowledge competence on marketing capability with a critical ratio value of 2.331, and finally marketing knowledge competence on marketing performance with a critical ratio value of 1.994.

Hypothesis Testing

This hypothesis testing is based on the results of research data processing using SEM analysis. In general, this hypothesis testing is carried out by analyzing the CR value and P value of the data processing results compared to the required statistical limits, which are above ± 1.96 for the CR value and below 0.05 for the P value. If the data processing results meet these requirements, then the proposed research hypothesis can be declared accepted. The research hypothesis testing is discussed in detail and in stages according to the order of the proposed hypotheses. In this study, five hypotheses are proposed and their discussion is as follows:

Hypothesis 1: Entrepreneurial orientation has a positive effect on marketing capabilities.

The first hypothesis in this study is that entrepreneurial orientation has a positive effect on marketing capability. From the results of data processing, it is known that the CR value in the relationship between the entrepreneurial orientation variable and the marketing capability variable as shown in table 1.2 is 3,883, with a P value of 0 (zero). Both of these values show results that meet the requirements, namely above 1.96 for CR and below 0.05 for P. Therefore, it can be concluded that the first hypothesis is proven to be statistically significant.

Entrepreneurial orientation indicated by indicators of innovation ability, proactivity, and courage in taking risks has been proven to have a significant positive influence on marketing capabilities indicated by distribution networks, marketing research and product development, pricing strategies, and promotion management. This means that if a company has a marketing manager who has a high entrepreneurial orientation, this condition will provide support for increasing marketing capabilities that allow businesses to provide added value and create value for customers and become competitive.

Hypothesis 2: Marketing knowledge competency has a positive effect on marketing capability.

The second hypothesis in this study is that market knowledge competence has a positive effect on marketing capability. From the results of data processing, it is known that the CR value in the relationship between the market knowledge competence variable and the marketing capability variable as shown in table 1.2 is 2.331, with a P value of 0.02. Both of these values show results that meet the requirements, namely above 1.96 for CR and below 0.05 for P. Therefore, it can be concluded that the second hypothesis is proven to be statistically significant

Marketing knowledge competency measured by the indicators of marketing knowledge mining, dissemination, and storage has been proven to have a significant positive influence on marketing capabilities indicated by distribution networks, marketing research and product development, pricing strategies, and promotion management. This means that, the higher the

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company's ability to build processes that create, separate and store information/knowledge about customers and their choices, competitors, products, distribution channels and trends, the higher the marketing capabilities concerning the overall management tactics, namely the marketing mix of pricing strategies, distribution, promotion, and products.

Hypothesis 3: Entrepreneurial orientation has a positive effect on marketing performance.

The third hypothesis in this study is that entrepreneurial orientation has a positive effect on marketing performance. From the results of data processing, it is known that the CR value in the relationship between entrepreneurial orientation variables and marketing performance variables as shown in table 1.2 is 3.268, with a P value of 0.001. Both of these values show results that meet the requirements, namely above 1.96 for CR and below 0.05 for P. Therefore, it can be concluded that the third hypothesis is proven to be statistically significant.

Entrepreneurial orientation indicated by indicators of innovation ability, proactivity, and courage in taking risks has been proven to have a significant positive influence on marketing performance indicated by sales growth, market growth, market share, and profitability. This means that when a company has a high enough degree of entrepreneurial orientation, this will support the creation of direct marketing performance that is also high.

Hypothesis 4: Marketing knowledge competence has a positive effect on marketing performance.

The fourth hypothesis in this study, marketing knowledge competence has a positive effect on marketing performance. From the results of data processing, it is known that the CR value in the relationship between the marketing knowledge competence variable and the marketing performance variable as shown in table 1.2 is 1.994, with a P value of 0.046. Both of these values show results that meet the requirements, namely above 1.96 for CR and below 0.05 for P. Therefore, it can be concluded that the fourth hypothesis is proven to be statistically significant.

Marketing knowledge competency measured by the indicators of marketing knowledge extraction, dissemination, and storage has been proven to have a significant positive influence on marketing performance indicated by sales growth, market growth, market share, and profitability. This means that when the processes of extracting, disseminating, and storing marketing knowledge are carried out well and comprehensively, this will improve marketing performance.

Hypothesis 5: Marketing capability has a positive effect on marketing performance.

The fifth hypothesis in this study, marketing capability has a positive effect on marketing performance. From the results of data processing, it is known that the CR value in the relationship between the marketing capability variable and the marketing performance variable as shown in table 1.2 is 4.027, with a P value of 0 (zero). Both of these values show results that meet the requirements, namely above 1.96 for CR and below 0.05 for P. Therefore, it can be concluded that the fifth hypothesis is proven to be statistically significant.

Marketing capabilities measured by indicators: distribution networks, marketing research and product development, pricing strategies, and promotional management have been proven to provide a significant positive influence on marketing performance as indicated by

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sales growth, market growth, market share, and profitability. This means that if a company has adequate capabilities regarding marketing tactics, this will provide real benefits, in the form of increased marketing performance.

Influence analysis is needed to determine the magnitude of the influence of exogenous variables on endogenous variables both directly and indirectly. The magnitude of the influence of each exogenous variable on the endogenous variable is directly visible. entrepreneurial orientation and marketing knowledge competence there is a direct influence of entrepreneurial orientation and marketing knowledge competence on marketing capability of 0.499 and 0.281. Then there is also a direct influence of on entrepreneurial orientation, marketing knowledge competence, and marketing capability of 0.353 and 0.186, and 0.555. The direct influence of other variables is the loading factor or lambda value of each indicator that forms the latent variable being analyzed.

From the analysis shows the indirect influence of each construct on a particular construct. It appears that there is an indirect influence of entrepreneurial orientation and marketing knowledge competence on marketing performance of 0.277 and 0.156. The table above shows the total influence of each construct on a particular construct. The numbers listed above are the accumulation of the magnitude of direct and indirect influences. In other words, it is the accumulation of direct and indirect influences at once.

Discussion

This study has proven the significance of the influence among all variables in this study. Entrepreneurial orientation and marketing knowledge competence provide a significant positive effect both directly on marketing performance and through marketing capabilities. Marketing capabilities are the most dominant variables in the process of improving marketing performance, especially those preceded by entrepreneurial orientation.

The above description has answered and confirmed the research problems that emerged from the review of the findings of Tsai & Shih (2004), Menon et al (1999) and Weerawardena (2003), where marketing capability is an important key to efforts to improve marketing performance. If Tsai & Shih (2004) did not find a significant direct influence of marketing knowledge competence without going through marketing capability, then this study has found different facts. The results of this study support the findings of Glazer (1991), Hamel and Prahalad (1994), Sinkula (1994), and Fahey & Smithee (1999).

This research has contributed specifically to the themes of entrepreneurial orientation and performance as a discourse of marketing function in the strategic scope. Then, this research has also been able to prove that entrepreneurial orientation is closely related to the acquisition of knowledge through exploration, challenging assumptions to create generative learning, and rapid development of new behaviors towards learning leverage, with the ultimate goal of significant marketing performance (Narver & Slater, 1995).

Thus, the problem in this study has been answered, that there is an integral influence between the entrepreneurial orientation factor and marketing knowledge competence as an effort by the company to improve marketing performance through increasing marketing ca-

pabilities. This finding specifically indicates the importance of the integration process of designing a collection of knowledge, skills, and resources from the company for efforts related to market needs as a form of manifestation of marketing capability development that becomes a strategic bridge to achieve marketing performance. Furthermore, this study provides practical managerial policy implications for Tempe SME entrepreneurs, and entrepreneurs who are different with almost the same character and problem conditions, how the processes of efforts to improve marketing performance can be improved. After referring to the findings in this study on the basis of the magnitude of statistical figures, the company can then develop a strategy in managing its strategic marketing management to be synergized with other functional management, so that in the end it has the power of synergy and sustainable competitiveness.

The results of the research and theoretical implications above, to be further developed into a basis for formulating strategies and becoming a form of effort to improve the marketing performance of MSME business actors can be measured using the marketing performance of MSMEs. Business actors should pay attention to factors that can affect marketing performance, such as the content of this research, namely entrepreneurial orientation, marketing knowledge competence, and marketing capability.

CONCLUSION

In general, this study has been proven to provide significant support for the concept and findings of previous studies stating that entrepreneurial orientation and marketing knowledge competence are important factors for companies to improve marketing capabilities which then form an integral force for achieving optimal marketing performance. Although both factors also provide a significant positive effect directly on marketing performance, this study recommends a tiered relationship through increasing marketing capabilities as a more optimal strategic effort.

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