THE ROLE OF ENTREPRENEURIAL MARKETING AND RELATIONSHIP MARKETING THAT STRENGTHEN THE WOMEN ENTREPRENEURS' BUSINESS PERFORMANCE

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Abstract: The role of marketing in small and medium-sized enterprises (SMEs) has a unique characteristic compared to conventional marketing in large organizations. This research is focused on the apparel industrial entrepreneurs in the city of Bandung. This research intended to examine the impact of entrepreneurial and relationship marketing on business performance, moderated by motivation. The research method used in this paper was the quantitative method with descriptive and verificative approaches. The sample size used in this research is around 150 SME businesses. This research indicates that business motivation significantly moderated the impact of entrepreneurial marketing on business performance and significantly moderated the effect of relationship marketing on business performance. This research concluded that it is crucial for SME entrepreneurs in the fashion sector in Bandung to further develop their businesses by motivating them to improve their business performance through entrepreneurial marketing and relationship marketing.

Keywords: entrepreneurial marketing, relationship marketing, business performance, motivation, SMEs

Abstrak: *Peran pemasaran pada usaha kecil dan menengah (UKM) memiliki karakteristik yang unik dibandingkan dengan pemasaran konvensional pada organisasi besar. Penelitian ini difokuskan pada pengusaha industri pakaian jadi di Kota Bandung. Tujuan dari penelitian ini adalah untuk menguji hubungan antara implikasi entrepreneurial marketing dan relationship marketing terhadap kinerja usaha yang dimoderatori oleh variabel motivasi. Metode penelitian yang digunakan dalam penulisan ini adalah metode kuantitatif dengan pendekatan deskriptif dan verifikatif. Besar sampel yang digunakan dalam penelitian ini adalah sekitar 150 pelaku UKM. Hasil penelitian ini menunjukkan bahwa variabel Motivasi Usaha memiliki pengaruh yang signifikan yang memoderasi variabel Pemasaran Kewirausahaan terhadap Kinerja Usaha dan variabel Motivasi Usaha juga memiliki pengaruh yang signifikan yang memoderasi variabel Pemasaran Relasi terhadap variabel Usaha Pertunjukan. Penelitian ini menyimpulkan bahwa penting bagi pengusaha UKM yang berkonsentrasi pada sektor fashion di Bandung untuk lebih mengembangkan usahanya dengan memotivasi pengusaha untuk meningkatkan kinerja bisnis mereka berdasarkan hubungan faktor pemasaran dan pemasaran kewirausahaan.*

Kata kunci: *pemasaran kewirausahaan, pemasaran relasi, motivasi, kinerja usaha, UKM*

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INTRODUCTION

According to Heris, the Committee for Textile Wholesalers Chairman in the Indonesian Textile Association (ITA), many apparel manufacturers have closed down their businesses due to the imported apparel circulating in Indonesia all this time. These imported apparels include 75% of the children's clothing manufacturers, 90% of the jeans manufacturers and 95% of the pants manufacturers. Regarding the competition between local products and imported products, according to Anwar (2022), two market factors should be maintained in the domestic industrial players: the demand and supply factors. Anwar (2022) also explained that the demand factor should be supported by promoting the efforts to purchase domestic products. Then from the supply factor, the measure of meeting the demand should be maintained. It reflects the declining performance in the small and medium apparel industries. However, it was suspected that the small and medium clothing industries were affected by the growth of the women entrepreneurs who have engaged in the fashion apparel industries. Based on the Mastercard Index of Women Entrepreneurs survey done in 58 countries in 2020, from a global perspective, Indonesia is one of the 20 countries that provide the most supportive entrepreneurial conditions for women (Mia 2021). Men usually play a more critical role in business than women, but nowadays, women have played a more dominant role in business. Previously, women were known only to take care of household matters, but now according to gender equality, women have been provided better opportunities to become entrepreneurs. According to BPS (year), 43.45% of non-agricultural MSME entrepreneurs are women entrepreneurs. According to the Ministry of MSME (year), from the total number of 123,048 active cooperatives, 11,458 are women's cooperatives. And according to him, women's creative industries economic have also been the leading actor. The 2016 Economic Census showed that 54.96% of women entrepreneurs will still lead the creative economy (BPS, 2020).

Small company marketing has been characterized by haphazard, informal, loose, unstructured and spontaneous attributes (Gilmore et al. 2001). One of the characteristics of entrepreneurial marketing is more intuitive market appraisal approaches and less trust in formal marketing research because most MSME marketing research costs are expensive (Collinson and Shaw, 2001). Entrepreneurial marketing is a process of identifying and exploring the opportunities to acquire and retain customers through innovative approaches and risk management, resource utilization and value creation (Morris et al. 2002). Hence, business performance can be achieved by companies through the management of various resources and value creation. Business performance is the evaluation concept that can be measured based on subjective evaluation as alternative accuracy for the objective of measurement (Zulkiffli and Perera, 2011). The results of research performed by Kocak and Abimbola (2009), O'Cass and Sok (2013), and Mort et al. (2012) indicate that entrepreneurial marketing has contributed a significant and positive effect on business performance. Therefore, it is evident that business success in innovation that customers perceive will add value to the product offering, increasing the company's revenue and, ultimately, profits (Wang et al. 2011).

Research by Zakaria et al. (2021) and Saifullah et al. (2020) also showed that relationship marketing significantly affected business performance. Relationship marketing is one of the oldest marketing approaches and is also a broad topic, and many researchers have approached it from these different perspectives. It has become one of the fashionable concepts that marketers and managers use but defines it in many different ways. Some motives behind an organization's investment in building customer relationships include access to confidential information on customer needs and wants, mutual appreciation, cost reduction and increased profitability (Gilaninia et al. 2011). The relationship between entrepreneurial marketing and relationship marketing on business performance can be moderated by entrepreneurial motivation. Entrepreneurial marketing is not only limited to business-to-consumer firms but also includes business-to-business organizations that need entrepreneurial marketing to create value through networks and innovation (Alqahtani and Uslay 2020). Therefore, entrepreneurial marketing requires business motivation factors to improve business performance, as Eroğlu and Kiray (2020) revealed. In previous research, no one has shown the role of motivation as a moderating variable. However, this research will reveal the role of motivation in strengthening or weakening the effect of entrepreneurial marketing on business performance.

METHODS

This study used strategic human resource management approaches that include: operationalization of variables, data and information collection methods, defining populations, calculating sample sizes and sampling, and designing an analysis conducted in the research hypotheses testing by conducting the research study on the fashion entrepreneurs in Bandung from November 2019 to May 2020. Based on the research phenomenon characteristic, the explanation was identified by the variables concerned in this study (Sekaran and Bougie 2016). Accordingly, the quantitative methodology was used to address the problem of this study.

The preparation in this study used the causality analysis method. Causality analysis studies determine the effect of one or more independent variables against the dependent variable through an intervening variable. Therefore, this research used descriptive and verification methods. Causality analysis was conducted in this research to determine the effect of entrepreneurial and relationship marketing on business performance and a moderating effect of motivation. The population of this research is the fashion entrepreneurs in Bandung City. The operational definition is the definition given to the variable by specifying the clarity and providing an operation that is needed to measure the variable (Sugiyono, 2007). The measurement of each variable in this study used the Likert scale technique to measure the variables that will be examined through the respondents' assumptions using the Likert scale approaches. The Likert scale is designed to measure the attitudes, opinions, and perceptions of a person or group of people concerning a social phenomenon. The operationalization of variables is the elaboration of the research variables, dimensions, and indicators required to measure the relationships between the variables, as seen in Table 1.

Table 1. Operationalization of variables

Variables	Dimensions	Indicators
Entrepreneurial Marketing (X1)		
Proactive action and exploitation of opportunities through risk management, utilizing resources and value creation to gain and retain customers and legitimacy for the emergence of the company and its products	1. Proactive	a. Anticipate the development of fashion
		b. Ambition to be a leader
		c. Ability to predict mode
	2. Focus on opportunity	a. Identify opportunities
		b. Pursue opportunities
	3. Taking risks	a. Courage to take risks
		b. Full action of calculation
	4. Increased resources	a. Use of networking
		b. Creative approach
	5. Value creation	a. Quality products
		b. Competitive price
	6. Customer intensity	a. Satisfy customers
		b. Understand customer needs
	7. Legitimacy	a. Get acceptance
		b. Gain trust
Relationship Marketing (X2)		
Maintaining relationships with customers or other partners by identifying, and determining which customers to choose, then maintaining and strengthening relationships, resulting in benefits for all parties involved	1. Commitment	a. Sure, relationships are very important
		b. Guarantee to maintain the relationship
	2. Belief	a. Confidence in partner reliability
		b. Confidence in partner integrity
		c. Desire depends on the partner.
	3. Bond	a. Rely on each other
		b. Trying hard to maintain the relationship
		c. Reduce costs

Table 1. Operationalization of variables (Continue)

Variables	Dimensions	Indicators
	4. Communication	a. Expressing opinions
		b. Expressing dissatisfaction
		c. Honest communication
	5. Empathy	a. Looking from each other's point of view
		b. Share flavors with each other
		c. Understand the value of each
		d. Understand each other's goals
		e. Care about each other's feelings
	6. Reciprocal	a. Remember each other's kindness
		b. Keep each other's promises
		Business Motivation
The power in the individual includes the level, direction and perseverance of effort in doing his work	1. The need for business achievement	a. The urge to exceed
		b. Trying hard to succeed
	2. The need for business affiliation	a. Interpersonal relationships
		b. Cooperative relationship
	3. The need for power	a. Desire to have influence
		b. Be influential
Business Performance (Y)		
A measurement of the final result is the overall achievement results of the company as measured through sales growth and profit growth	Sales growth	a. Monthly sales growth
		b. Monthly sales contingent
	Profit Growth	Monthly profit growth

The population of this study is based on 150 fashion entrepreneurs. This research is based on the random sampling chosen based on the abovementioned population. It is considered enough to support the sampling test. The data collection procedure is done through questionnaire distribution with the 5-point Likert scale. Notably, this study would apply the self-administered questionnaire to ensure the privacy of the respondents and to reduce the respondents' hesitation when answering the questions. In addition, the questionnaire is a sufficient tool in this study's data collection to evaluate the respondents' psychological responses.

The collected data will be analyzed by using Smart PLS version 3.2.7. It is a structural equation modeling (SEM) software intended to analyze the significance of each relationship between the research variables. Due to the variance based on its statistical algorithm, the fit indices are not necessary to be conducted (Hair et al. 2014). The data analysis will be conducted based on two steps: (1) outer model, which includes the testing of composite reliability (CR), discriminant and convergent validity, outer loading, and collinearity assessment; (2) inner model, which includes the evaluation of t-value for hypotheses testing, coefficient of determination (R^2), effect size (f^2), and predictive relevance (Q^2).

Based on the Figure 1, the research hypotheses are explained as follows:

H1: The positive effect of entrepreneurial marketing on business performance

H2: The positive effect of relationship marketing on business performance

H3: The positive effect of entrepreneurial marketing on business performance, with motivation as the moderating variable

H4: The positive effect of relationship marketing on business performance, with motivation as the moderating variable.

In addition, based on the framework above, it can be statistically formulated as follows:

$$Y = \alpha_1 + \beta_1 X_1 + \beta_2 X_2 + e_1$$
$$Y = \alpha_2 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_2 X_2 e_1 + e_2$$
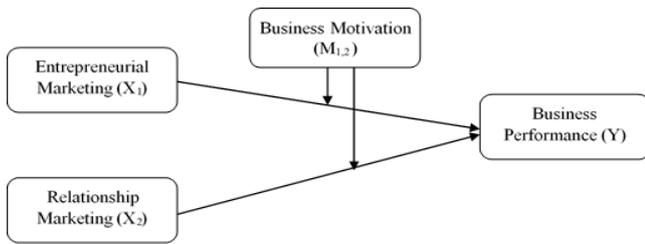
Figure 1. Research Framework

RESULTS

In assessing the significance of the predictive model in testing the structural model, it can be seen from the t-statistic value between the independent variables and the dependent variable from n Path coefficients in Table 2 and Figure 2.

The discriminant validity test is carried out to prove whether the indicator in a construct will have the highest loading factor in the construct it forms than the loading factor with other constructs. It can be seen cross-loading in Table 3.

Based on Table 3, the cross-loading value also shows good discriminant validity because the correlation value of the indicator to the construct is higher than the correlation value of the indicator with other constructs. In other words, the value of cross-loading (original sample-O) in the table above for each construct is more than 0.70. It means that this study's manifest variable (indicator) has correctly explained the other latent variables and proved that all items in this research instrument were valid.

Table 2. Total Effects (Mean, STDEV, T-Values)

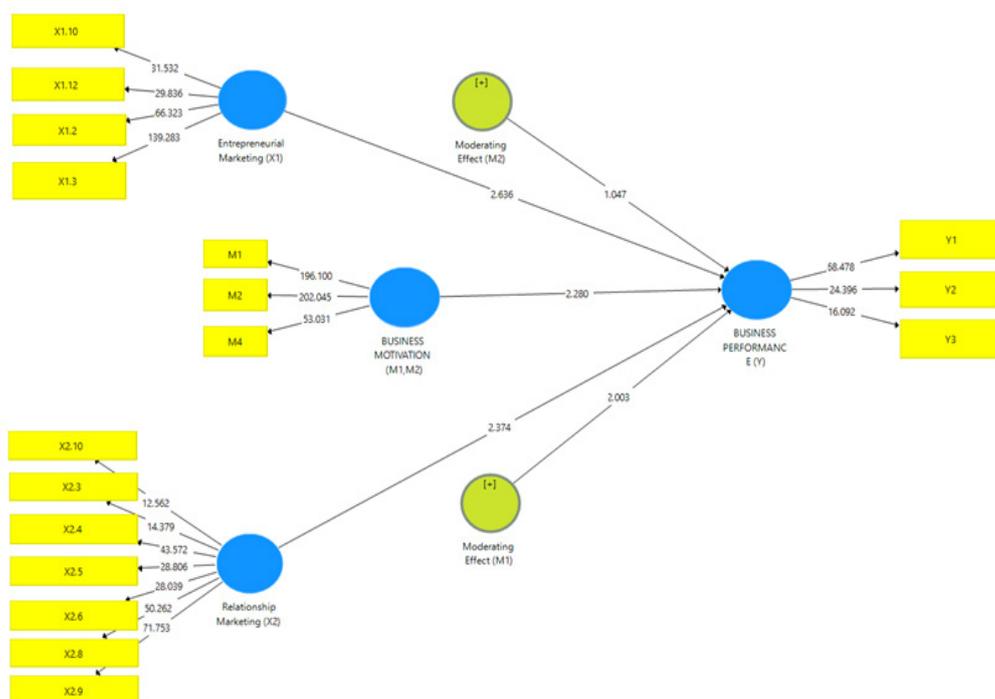| Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
M1, M2 -> Business Performance (Y)	0.402	0.412	0.176	2.280	0.023
X1 -> Y	0.484	0.475	0.184	2.636	0.009
M1 -> Y	0.123	0.120	0.061	2.003	0.046
M2 -> Y	-0.061	-0.058	0.059	1.047	0.296
X2 -> Y	0.103	0.101	0.044	2.374	0.018

Figure 2. Bootstrapping output (t-value)

Table 3. Cross-loading output

Indicator	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P-Values
Entrepreneurial Marketing (X1) * (M1, M2) ← (M1)	1.022	1.028	0.055	18.446	0.000
M1 ← (M1,M2)	0.99	0.99	0.005	196.1	0.000
M2 ← (M1,M2)	0.991	0.991	0.005	202.045	0.000
M4 ← (M1,M2)	0.965	0.965	0.018	53.031	0.000
Relationship Marketing (X2) * (M1,M2) ← Moderating Effect (M2)	1.124	1.127	0.059	18.94	0.000
X1.10 ←Entrepreneurial Marketing (X1)	0.94	0.939	0.03	31.532	0.000
X1.12 ← Entrepreneurial Marketing (X1)	0.928	0.925	0.031	29.836	0.000
X1.2 ← Entrepreneurial Marketing (X1)	0.961	0.962	0.014	66.323	0.000
X1.3 ← Entrepreneurial Marketing (X1)	0.976	0.977	0.007	139.283	0.000
X2.10 ← Relationship Marketing (X2)	0.769	0.765	0.061	12.562	0.000
X2.3 ← Relationship Marketing (X2)	0.643	0.643	0.045	14.379	0.000
X2.4 ← Relationship Marketing (X2)	0.932	0.929	0.021	43.572	0.000
X2.5 ← Relationship Marketing (X2)	0.878	0.875	0.03	28.806	0.000
X2.6 ← Relationship Marketing (X2)	0.895	0.891	0.032	28.039	0.000
X2.8 ← Relationship Marketing (X2)	0.933	0.93	0.019	50.262	0.000
X2.9 ← Relationship Marketing (X2)	0.947	0.945	0.013	71.753	0.000
Y1 ← Business Performance (Y)	0.916	0.917	0.013	68.478	0.000
Y2 ← Business Performance (Y)	0.891	0.89	0.037	24.396	0.000
Y3 ← business performance (Y)	0.758	0.758	0.047	16.092	0.000

A construct is declared reliable if the composite reliability value is above 0.70 and Cronbach's alpha is above 0.60. The results of composite reliability and Cronbach's alpha testing can be seen in Table 4. Based on the Smart PLS output, all constructs have composite reliability values above 0.60 to 0.70 and Cronbach's alpha above 0.60. So, it can be stated that the construct has good reliability as according to Hair et al. (2014) that the rule of thumb for the value of alpha or composite reliability must be greater than 0.7 even though the value of 0.6 is still acceptable.

Based on the results of the outer loading testing above, the convergent validity testing with the reflective indicators is significant because the loading factor of some of the indicators where the research variable is above 0.7, or the loading factor (rule of thumbs) will be used in the validity testing. The convergent or outer loading is more than (>) 0.7, and the indicators indicating the loading factors above 0.5 are still considered valid.

Based on Table 2 and Figure 2, the results of statistical hypothesis testing can be described as follows:

a. The results of the t-statistical testing of the influence of entrepreneurial marketing (X1) on business performance (Y) show that the t-count is 2.636 (>1.97), the significance value of the p-value is 0.009, and the original sample estimate value is positive, which is 0.484. Because the t-count is greater than the t-table, and the significance value is smaller than the alpha (α) 5%, the hypothesis that entrepreneurial marketing has a significant and positive effect on business performance is accepted.

b. The results of the t-statistical testing of the effect of relationship marketing (X2) on the business performance (Y) show that the t-count is 2.374 (>1.97), the significance value of the p-value is 0.018, and the original sample estimated value is positive, which is 0.103. Since the t-count is greater than the t-table, and the significance value is smaller than alpha (α) 5%, the hypothesis that relationship marketing significantly and positively affects business performance is accepted.

c. The results of the t-statistical testing of the moderating effect of business motivation on business performance (Y) show that the t-count is 2.280 (>1.97), the significance value of the p-value is 0.023, and the original sample estimated value is positive, which is 0.402. Because the t-count is greater than the t-table, and the significance value is smaller than the alpha (α) 5%, the hypothesis that business motivation (moderating variable) significantly affects Business Performance is considered accepted.

d. The results of the t-statistical testing of business motivation (moderating effect 1_M1) on business performance (Y) show that the t-count is 1.047 (>1.97), the significance value of the p-value is 0.046, and the original sample estimate value is positive, which is 0.123. Because the t-count is greater than the t-table, and the significance value is smaller than the alpha (α) 5%, the hypothesis that business motivation significantly moderates the influence of entrepreneurial marketing on business performance is accepted.

e. The results of the t-statistical testing of business motivation (moderating effect 2_M2) on business performance (Y) show that the t-count is 2.003 (<1.97), the p-value significance value is 0.296, and the original sample estimate value is negative, which is -0.061. It means that the t-count value is smaller than the t-table, and the significance value is greater than the alpha (α) 5%. Therefore, the hypothesis that business motivation significantly moderates the influence of relationship marketing on business performance is rejected.

Table 5. Composite Reliability

Variable	Composite Reliability	Cronbach's Alpha
Business Motivation (M1,M2)	0.988	0.982
Business Performance (Y)	0.893	0.822
Entrepreneurial Marketing (X1)	0.975	0.965
Moderating Effect (M1)	1.000	1.000
Moderating Effect (M2)	1.000	1.000
Relationship Marketing (X2)	0.953	0.941

Entrepreneurial marketing has a significant effect on business performance. It can be concluded that the better the implementation of entrepreneurial marketing is, the better the business performance of SMEs fashion will be. Entrepreneurial marketing is the key to improving business performance, as Eggers et al. (2020) revealed. In addition, Crick et al. (2021) revealed that entrepreneurial marketing could affect business performance, especially financial performance. So it is shown that entrepreneurial marketing significantly influences business performance.

Furthermore, relationship marketing has a significant effect on business performance. It is considered that the better the relationship marketing is, the better the business performance of SME fashion will be. It is in line with what has been expressed by Sin et al. (2002) that relationship marketing is an aspect that needs to be considered by companies to improve business performance. Relationship marketing, in terms of orientation, is also related to business performance. It is also reinforced that marketing factors are needed to improve a company's business performance (Santos and Marinho, 2017).

Business motivation significantly moderates the influence of entrepreneurial marketing on business performance. It will illustrate the implementation of good entrepreneurial marketing if SME entrepreneurs are motivated to increase the business performance of the Muslim fashion apparel industries. Alqahtani and Uslay (2020) revealed that entrepreneurial marketing is not only limited to business-to-consumer industries but also includes the business-to-business organizations that require entrepreneurial marketing to create value through networks and innovation. Therefore entrepreneurial marketing requires business motivation factors to improve business performance, as discovered by Eroğlu and Kiray (2020). Previously, no one has examined the role of motivation as a moderating variable. However, this will simply reveal the role of motivation in strengthening or weakening entrepreneurial marketing on business performance.

Business motivation significantly moderates the influence of relationship marketing on business performance. It illustrates that if relationship marketing is well maintained and SME entrepreneurs are motivated, it will improve the business performance of the Muslim fashion apparel industries. In line with Adewale et al. (2013), relationship marketing indirectly relates to business performance by implementing the proper marketing strategy. But to strengthen women entrepreneurs' business performance, this study will focus on the role of motivation as a moderating variable. Furthermore, as business motivation (moderating variable) was found to significantly affect business performance, motivation is a vital thing SME entrepreneurs need in running their businesses, especially in the Muslim fashion industry.

Managerial Implications

The findings of this study are expected to enable SME entrepreneurs to understand how to improve their business performance through entrepreneurial marketing and relationship marketing and the importance of entrepreneurial motivation, primarily Muslim fashion entrepreneurs. This research also has implications for the local government policymakers to support the fashion entrepreneurs industries in their regions.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Entrepreneurial marketing had a significant and positive effect on business performance, and relationship marketing also had a significant and positive effect on Business Performance. Besides, business motivation as a moderator significantly affected business performance. Business motivation significantly moderated the impact of entrepreneurial marketing on business performance and the impact of relationship marketing on business performance.It is crucial for SME entrepreneurs in the fashion industries in Bandung to further develop their businesses by building their entrepreneurial motivation so that they will be able to improve their business performance through relationship marketing and entrepreneurial marketing.

Recommendations

Despite the findings, fashion SME entrepreneurs need to improve their business performance through value creation and communication between entrepreneurs and customers. In addition, it is also necessary to build the fashion entrepreneurs' entrepreneurial motivation to enhance their communication and entrepreneurial skills to perform their business. Besides, further research is needed by using other variables, such as entrepreneurial orientation and entrepreneurial competency, as both the mediating and the independent variables, as well as exploring mixed methods.

CONFLICTS OF INTEREST: The authors declare no conflict of interest.

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