

## MARKETING PERFORMANCE ANALYSIS OF BATIK MSMES IN SUMENEP REGENCY

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### ABSTRACT

*This study aims to analyze the influence of entrepreneurial orientation, product innovation, and competitive advantage on the marketing performance of batik MSMEs in Sumenep Regency. This study uses a quantitative approach with an associative research type. The population in this study is all batik MSMEs, totaling 35 business units, with the sampling technique using saturated sampling, so that the entire population is used as a research sample. Data analysis methods used include validity tests, reliability tests, and multiple linear regression analysis with t-tests and F-tests. The results of the study indicate that partially entrepreneurial orientation does not significantly influence marketing performance, with a calculated t value of 1.539 and a significance level of 0.134 (>0.05). Product innovation is proven to have a positive and significant effect on marketing performance with a calculated t value of 2.046 and a significance level of 0.049 (<0.05). Meanwhile, competitive advantage does not significantly influence marketing performance with a calculated t value of 0.790 and a significance level of 0.436 (>0.05). Simultaneously, the three independent variables influence marketing performance with a calculated F value of 4.054 and a significance level of 0.015 (<0.05). The conclusion of this study is that product innovation is more influential in improving the marketing performance of batik MSMEs in Sumenep Regency, while entrepreneurial orientation and competitive advantage have not had a significant impact. Therefore, MSMEs are advised to focus more on developing product innovation and optimizing business strategies to sustainably improve marketing performance.*

**Keywords:** *Entrepreneurial Orientation, Product Innovation, Competitive Advantage, Marketing Performance, Batik MSMEs.*

### INTRODUCTION

Indonesia is a country rich in natural resources and diverse culture. This cultural richness is a legacy from our ancestors, passed down from generation to generation. One Indonesian craft that has become world-famous is batik. Batik is a cultural art form recognized worldwide as a Masterpiece of Oral and Intangible Heritage of Humanity by UNESCO in October 2009. In Indonesia, batik has existed since the Majapahit era and became very popular in the centuries that followed. Until the 20th century, all batik produced was hand-drawn, and then stamped batik became popular. Therefore, batik is a cultural heritage worthy of preservation and development in Indonesia (Febriansari, 2021).

One such region is Madura, with its diverse natural resources, supporting continued economic expansion. Madura is not only synonymous with salt and bull racing; this archipelago of 3.6 million people boasts invaluable riches passed down through generations in the form of batik skills. Madurese batik artisans possess a unique skill set unique to other regions. These craftsmanship can be distinguished by their striking colors and motifs. Hand-drawn batik, produced in a variety of motifs and patterns, inspires artisans to create classic designs. These motifs never fade, even though home-made batik production continues to adapt to market trends (Trilaksono, 2020). Madurese batik grew and developed through the Sumenep palace, ultimately

leading to a more traditional batik style than palace batik. The presence of modern batik in Madura has led to the emergence of motifs and colors that have distinct characteristics and uniqueness compared to batik from other regions. Palace batik is batik with traditional patterns, especially those originally developed in Javanese palaces, namely the Surakarta Sultanate, the Yogyakarta Sultanate, the Mangkunegaran Palace, and the Pakualaman Palace (Fatih et al., 2022). Madurese batik originates from Java, including Sumenep and Pamekasan, which are renowned for their batik. During the palace era, the royal family deliberately brought in expert batik makers from the Javanese royal circles. Thus, these skills were then acquired by the Sumenep Palace family, and there gave birth to batik artisans (Fatih et al., 2022).

Madura batik has the potential to continue growing, not only because of its international reputation but also because of the development of the tourism sector in Madura. The presence of tourists to Madura will undoubtedly impact batik artisans, provided that these artisans are able to identify and capitalize on opportunities. Tourists visiting Madura not only want to unwind but also want to return home with souvenirs; batik can be marketed as gifts to their hometowns (Sari, 2020).

Tourism visits can be an opportunity for MSMEs to market their products, especially batik MSMEs. Batik products are currently highly sought after by tourists. Batik has both practical and aesthetic functions. Practically, batik can be used as clothing material, while aesthetically, batik has high artistic value. Moreover, batik's existence is known worldwide after receiving recognition from UNESCO. UNESCO's recognition of Indonesian batik was welcomed by the government, which issued Presidential Decree of the Republic of Indonesia Number 33 of 2009 concerning National Batik Day. Based on the Presidential Decree,

October 2 was chosen as National Batik Day in the hope of encouraging the Indonesian people to continue preserving and developing batik crafts (Sari, 2020).

Entrepreneurial orientation is defined as the spirit, behavior, and ability to provide positive responses for better service to customers, by consistently creating and providing more useful products and implementing efficient work methods through the courage to take risks, creativity, innovation, and management skills. Meanwhile, entrepreneurial orientation is something that can increase aggressive innovation, increase risky projects, and tend to make the company a pioneer of innovation that can prevent competition (Astuti, 2021). Entrepreneurial orientation is one of the creative and innovative capabilities strategies that serve as the basis, tips, and resources for seeking opportunities for success. Entrepreneurial orientation is closely related to the strategy development process that will provide the basis for decision-making and the implementation of an organization's business. Entrepreneurial orientation plays a crucial role in improving business performance (Fatih et al., 2020).

A person who engages in entrepreneurship is called an entrepreneur. The application of entrepreneurial attitudes can be indicated by entrepreneurial orientation, which includes innovation, proactivity, and risk-taking abilities. Innovation ability relates to perceptions and actions toward new and unique business activities. Innovation ability is a key element of entrepreneurship and the essence of entrepreneurial characteristics. Several studies and entrepreneurship literature indicate that individuals with entrepreneurial orientation have a significantly greater ability to innovate than those without entrepreneurial ability (Wirawan, 2017). Product innovation is a process that seeks to provide solutions to existing problems. Common problems in

business include high-quality but expensive products or low-quality but inexpensive products. Product innovation can stem from improvements or changes to existing products, or from completely new and different products. This means that companies that can design their products according to customer preferences will be able to survive the competition because their products remain in demand by consumers (Fatih et al., 2020). Innovation is how a company or individual generates income through creativity. In business, innovation enables change to confront not only competitors but also challenges. When creativity is embedded in the right organizational culture, the result is innovation. Research by Methasari et al. (2018) revealed that business has only two functions: marketing and innovation. Therefore, it can be said that marketing and innovation are two important things and can achieve a synergistic effect. Therefore, a company needs to intensify its marketing and innovation activities to achieve optimal performance. However, innovation will not contribute to business performance if the process of imitation by competitors is rapid. According to Methasari et al. (2018), innovation is the capacity or ability to introduce new processes, products, services, or ideas within a company. Thus, innovation indirectly represents a company's core capability to master and maintain holistic value dynamics, where opportunities for change are exploited and new ideas are generated, translated, and implemented in practice. Through innovation, companies can be proactive in exploring new opportunities. According to Rompis et al. (2022), competitive advantage is the result of implementing strategies that utilize various sources of competitive advantage. Unique expertise is a company's ability to make its employees a vital part of achieving competitive advantage.

## METHOD

This type of research is associative research using quantitative analysis methods. According to Sugiyono (2017), associative research aims to determine the relationship between two or more variables. There are three forms of relationships: symmetrical, causal, and interactive/reciprocal. This study examines the influence of the independent variables Entrepreneurial Orientation, Product Innovation, and Competitive Advantage (X) on Marketing Performance (Y) (Rompis et al. 2022).

The type of data used in this study is quantitative. Sugiyono (2019) emphasizes that quantitative research methods are based on positivism, used to study specific populations or samples, collect data using instruments, and use quantitative/statistical data analysis to test established hypotheses.

A population is a generalized area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn (Sugiyono, 2015). The population in this study is the subjects related to the research conducted by the researcher in batik MSMEs in Sumenep Regency, totaling 35 Batik MSMEs. According to Sugiyono (2015) a sample is a portion of the number and characteristics possessed by the population.

Sampling is a step to determine the size of the sample taken in conducting a study. In addition, it is also noted that the selected sample must show all the characteristics of the population so that they are reflected in the selected sample, in other words, the sample must be able to describe the actual state of the population or represent (representative). According to Sugiyono (2015) the saturated sampling technique is a sampling technique when all members of the population are used as samples. Therefore, the researcher chose a sample using the saturated sampling technique because the population size is relatively small. So the sample used in this study

amounted to 35 batik producers in Sumenep Regency.

**RESULTS AND DISCUSSION**

**Validity Test**

Table 1.1 Validity Test Results

Variable	Item	R Count	R table	Validity
Entrepreneurial Orientation (X1)	X 1.1	0,876	0,3338	Valid
	X 1.2	0,525	0,3338	Valid
	X 1.3	0,750	0,3338	Valid
Product Innovation (X2)	X 2.1	0,804	0,3338	Valid
	X 2.2	0,561	0,3338	Valid
	X 2.3	0,648	0,3338	Valid
Competitive Advantage (X3)	X 3.1	0,432	0,3338	Valid
	X 3.2	0,772	0,3338	Valid
	X 3.3	0,578	0,3338	Valid
Marketing Performance (Y)	Y 1	0,689**	0,3338	Valid
	Y 2	0,898**	0,3338	Valid
	Y 3	0,604**	0,3338	Valid

Based on the validity test results table, it can be seen that all statement items/indicators of the Entrepreneurial Orientation, Product Innovation, Competitive Advantage regarding Marketing Performance declared valid because of results between the respondents' answers to each statement/indicator item and the total score, so that significant results are obtained, namely  $r_{count} > r_{table}$ .

**Reliability Test**

Table 1.2 Reliability Test Results

Variables	Cronbach's Alpha	Reliability Standard	Description
X1	0,787	0,60	Reliable
X2	0,755	0,60	Reliable
X3	0,701	0,60	Reliable
Y	0,785	0,60	Reliable

Based on the results of the reliability test calculations, all indicators of the Entrepreneurial Orientation, Product Innovation, and Competitive Advantage variables on Marketing Performance are said to be reliable, because the Cronbach's Alpha value is  $> 0.60$ .

**t-Test Results (Partial)**

Table 1.3 Results of the t-Test (Partial) Coefficients<sup>a</sup>

Model	Unstandardized Coefficients			Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.	
1 (Constant)	2.849	2.757		1.033	.309	
	x1	.289	.188	.257	1.539	.134
	x2	.332	.162	.338	2.046	.049
	x3	.106	.134	.122	.790	.436

The t-test analysis table shows that the calculated t-value for the Entrepreneurial Orientation variable (X1) is 1.539, the Product Innovation Variable (X2) is 2.046, while the

Competitive Advantage (X3) is 0.790. Based on the t-table of 2.03951, this shows that the calculated t-value is greater than the t-table for the X2 variable, while for the X1 and X3 variables the calculated t-value is smaller than the t-table so it can be concluded that the Entrepreneurial Orientation variable does not have a significant effect on the Marketing Performance of Batik MSMEs, Product Innovation has a significant effect on the Marketing Performance of Batik MSMEs and Competitive Advantage does not have a significant effect on the Marketing Performance of Batik MSMEs.

**F Test Results (Simultan)**

Table 1.4 F-Test Results (Simultan)

ANOVA<sup>a</sup>

Model	Sum of squares	Df	Mean Square	F	Sig.
1 Regression	13.235	3	4.412	4.054	.015b
Residual	33.736	31	1.088		
Total	46.971	34			

The results of the F test obtained an Fcount value of 4.054 with a significance level of 0.015 while the Ftable value with  $Df_1 = 3$  and  $Df_2 = 31$  was 2.91. This means that the Fcount value  $> F_{table}$ , namely  $4.054 > 2.91$ , so the decision is that variable X (entrepreneurial orientation, product innovation, and competitive advantage) simultaneously have an influence on the Marketing Performance of Batik MSMEs in Sumenep Regency.

**The Influence of Entrepreneurial Orientation on Marketing Performance**

In the Entrepreneurial Orientation variable (X1) in the t test, the calculated t value is 1.539 with a significance level of 0.134, which means that the

Entrepreneurial Orientation variable of Batik MSMEs in Madura is said to have no

impact, because seen from the results of the t test, the calculated t value has a small value compared to the t table, which is 2.03951. So that the Entrepreneurial Orientation variable

does not have a significant influence on Marketing Performance with a regression coefficient of 0.289, which means that if the entrepreneurial orientation is increased by 1 point, it will not increase marketing performance by 0.289 points.

This shows that the Entrepreneurial Orientation of Batik MSMEs in Madura has not received a good response from producers, which can be seen in the third statement item about batik business producers in Madura always developing products to increase business results, namely the attitude of agreeing was 18 respondents (51.43%) which is the highest percentage, up to more than half of the number of questionnaires distributed, while the attitude of strongly agreeing was 17 respondents (48.57%).

In more detail, the test results show that although business actors have implemented dimensions of entrepreneurial orientation such as innovation, proactivity, and risk-taking, this has not been able to directly improve marketing performance. Marketing performance, measured by indicators such as increased sales, customer growth, and market share, did not show significant changes due to entrepreneurial orientation. This finding indicates that there are other factors that are more dominant in influencing marketing performance, such as marketing management capabilities, promotional strategies, market understanding, and business environmental conditions. Thus, entrepreneurial orientation alone is not enough to drive improved marketing performance without the support of an effective marketing strategy and proper implementation.

The results of this study do not align with the existing theory in Fatmawati's (2016) study, which states that entrepreneurial orientation plays a crucial role in improving marketing performance. Miller and Friesen (1982) stated that entrepreneurial orientation is an acceptable definition for explaining marketing performance. Entrepreneurial

orientation is based on an innovative, proactive, and risk-taking attitude. Innovativeness refers to an entrepreneur's attitude of creatively engaging in the process of experimenting with new ideas that could lead to new production methods, resulting in new products, both for current and new markets.

#### **The Influence of Product Innovation on Marketing Performance**

In the Product Innovation variable (X2) in the t test, the calculated t value is 0.338 with a significance level of 0.049, which means that the Product Innovation variable of Batik MSMEs in Madura can be said to have an impact, because it is seen from the results of the t test at the highest calculated t value of all the variables studied. So that the Product Innovation variable is one of the variables in this study that has a significant influence on Marketing Performance with a regression coefficient of 0.332, which means that if product innovation is increased by 1 point, it will increase marketing performance by 0.332 points.

This shows that the Innovation of Batik MSME Products in Madura has received a good response from producers as seen in the third statement item about batik business producers in Madura having its own features, namely the attitude of agreeing amounting to 22 respondents (62.86%) is the highest percentage, up to more than half of the number of questionnaires distributed, while the attitude of strongly agreeing amounting to 12 respondents (34.29%) and the number of questionnaires less agreeing amounting to 1 respondent (2.86%).

The results of this test indicate that the higher the level of product innovation implemented by businesses, the higher their marketing performance. This product innovation includes developing product designs, improving quality, adding features, and adapting products to market needs and tastes.

These findings also indicate that, in the context of the research object, batik MSMEs in Sumenep Regency,

businesses that are able to present innovative and differentiated products from competitors tend to be more likely to attract consumer interest and maintain customer loyalty. Thus, product innovation not only impacts product appeal but also directly improves marketing performance.

#### **The Influence of Competitive Advantage on Marketing Performance**

In the Competitive Advantage variable (X3) in the t test, the calculated t value is 0.790 with a significance level of 0.436, which means that the Competitive Advantage variable of Batik MSMEs in Sumenep Regency cannot be said to have an impact, because seen from the results of the t test, the calculated t value has a small value compared to the t table, which is 2.03951. So the Competitive Advantage variable does not have a significant influence on Marketing Performance with a regression coefficient of 0.196, which means that if the entrepreneurial orientation is increased by 1 point, it will not increase marketing performance by 0.196 points.

This shows that the Competitive Advantage of Batik MSMEs in Madura did not receive a good response from producers as seen in the first statement item about that batik producers in Madura have their own characteristics, namely the attitude of agreeing amounted to 19 respondents (54.29%), which is the highest percentage, up to more than half of the number of questionnaires distributed, while the attitude of strongly agreeing amounted to 15 respondents (42.86%), the number of questionnaires that disagreed amounted to 1 respondent (2.86%).

The results of this test indicate that the competitive advantages possessed by business actors have not been able to directly contribute to improving marketing performance. Although competitive advantages are measured through indicators such as product uniqueness, competitive pricing, and better quality compared to competitors,

these are not enough to drive significant sales increases, customer growth, or market share expansion. This finding indicates that competitive advantages have likely not been communicated or utilized optimally in marketing strategies. Furthermore, it is possible that consumers have not yet fully recognized or perceived the value differences offered, so these advantages do not directly impact marketing performance.

The results of this study do not align with the theory in the study by Merakati et al., (2017), which states that competitive advantage can be obtained from a company's ability to manage and utilize its resources and capital. Companies that are able to create competitive advantage will have the strength to compete with other companies because their products will still have the strength to compete with other companies, thus competitive advantage has a positive influence on improving the company's marketing performance. However, in reality in this study, competitive advantage has no significant effect on marketing performance, this is assumed to occur because competitive advantage characterized by creating competitive advantages is getting lower.

#### **CONCLUSION**

Based on the results of research on the effect of the application of entrepreneurial orientation, product innovation, and competitive advantage on the marketing performance of batik MSMEs in Madura, it can be concluded that entrepreneurial orientation and competitive advantage do not have a significant influence on marketing performance. Meanwhile, product innovation is proven to have a significant influence on the marketing performance of batik MSMEs in Madura. This finding indicates that improving marketing performance is more determined by the ability of business actors to create and develop innovative products according to market

needs and tastes. On the other hand, entrepreneurial orientation and competitive advantage have not been able to provide a direct impact on marketing performance, so they need to be optimized through more effective and integrated strategies.

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