

“PELANUSA” MARKET PERFORMANCE: HOW DIGITAL MARKETING PLATFORM COMPLETELY MEDIATE KNOWLEDGE EMPOWERMENT AND INNOVATION PERFORMANCE.

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ABSTRACT

The hegemony of digital platforms currently presents a formidable challenge for the Pelanusa group that runs a social entrepreneurship-based business that attracts marginalized women and women with disabilities. The purpose of this study is to find out how the role of knowledge empowerment and digital marketing platforms in achieving innovation performance which ultimately has an impact on market performance. A total of 180 Pelanusa entrepreneurs have been researched through a questionnaire and the data were analyzed using PLS. The results of the study prove that the knowledge empowerment is needed to increase the digital marketing platforms. The success of innovation performance does not depend on high knowledge empowerment, but rather depends on the level of digital marketing platforms used, and market performance will be strongly shaped by innovation performance. It is also evident that digital marketing platforms mediate the effect of empowering knowledge on innovation performance in its entirety.

KEYWORDS: Knowledge Empowerment, Digital Marketing Platform, Innovation Performance, Market Performance



Introduction

After the worsening of the country's economy due to the COVID-19 pandemic, the Creative Economy sector was able to become the frontline in the momentum of national economic revival (Kemenparekraf, 2021). As the information in Figure 1. shows, there is a relatively large increase in total creative economy exports in 2021 which reflects the success of Indonesia's Creative Economy market performance in the post-pandemic era.

Figure 1. Graph of Total Creative Economy Exports



Source: (Salahudin Uno, 2021)

However, there are still many challenges to be faced. The intensive application of advanced technology leads to a digital transition (Kostić, 2018) making every creative industry in this digital economy era must operate in an environment that is easy to change quickly with increasingly fierce competition pressures (Anjaningrum, 2021). The main form of competition faced by the Creative Economy sector according to research results Anjaningrum & Rudamaga (2019) is innovation competition. Seeing these conditions, Minister of Tourism and Creative Economy of Indonesia encourages creative-entrepreneurs to innovate by utilizing digital platforms (Rukendi, 2021). As research results Bartczak (2021) explain that digital platforms can be an effective factor in implementing innovative business models. The same thing was also expressed by Jun et al. (2021) who explained that the existence of a digital platform made the innovation performance of SMEs higher. However, the hegemony of digital platforms also presents its own challenges for creative-entrepreneurs, that is the need for high-quality resources. This is a relatively formidable challenge for the “Pelanusa” Group that runs a social-entrepreneurship-based business.

The Pelanusa group is a group of patchwork craftswomen who attract marginalized women and people with disabilities. Marginalized women here are housewives who are young, unproductive or not working, and have low education, elementary and junior high school education. Through the guidance of the Pelangi Nusantara Singhasari Foundation (Pelanusa Foundation) which is headquartered in Malang Regency, East Java Province. These marginalized people are given training on making various kinds of products made from

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patchwork, such as bags, wallets, bed covers, unique clothes, and others. They also get guidance on how to become creative-entrepreneurs, how to run a business, and how to manage a business. They also receive assistance from the production process to marketing and selling and financial records (Wien, 2016). In the practice of social-entrepreneurship, the Pelanusa Foundation also attracts people with disabilities by being given the same training, mentoring and assistance as the marginalized women, but with a different approach due to physical limitations, both physically disabled and deaf.

When the Covid-19 pandemic struck which had a fatal impact on the economy, the market performance of the Pelanusa Group also declined drastically as indicated by sales results which decreased by 70% despite having made many innovations. So, to restore market performance in the current, post-pandemic, era of economic revival, it is important and urgent to conduct research that can find out what factors have an essential role in significantly improving the performance of the Pelanusa Group market.

Hypothesis Development

Currently, creative products that can compete in the global market are those with high innovation, so the ability to innovate is very important in a creative-entrepreneur as a creative economy actor and every creative industry (Anjaningrum et al., 2021). In the era of the digital economy, achieving performance is very important for SMEs and it has been revealed that the existence of a digital platform makes innovation performance even higher (Jun et al., 2021).

Information and communication technology at this time can foster a culture of innovation for empowerment, especially for youth. Innovation is not only about creating something new, but also about taking what already exists, be it a product, process, service, or concept and then perfecting it (Mourtada, 2010). Innovation and information systems scientists have studied extensively the process of implementing individual innovations that have an impact on innovation outcomes (Pak et al., 2019). A significant relationship between innovation performance and market performance has been proven (Rajapathirana & Hui, 2018). Innovative behavior is very important to maintain and improve organizational competitiveness and it was found that psychological empowerment influences innovative behavior (Tanoto & Sutarhanji, 2019). A company must develop its innovation potential seriously if it wants the innovation process to be carried out properly and produce the expected innovation results. When good innovation results are not supported by sufficient potential and well-executed processes, the sustainability of these results is questioned. Psychological empowerment has a direct impact on innovation that allows the early development of SME performance (Rababah, 2017). Entrepreneurship is effective for holistic empowerment (Khan et al., 2022). The relationship between empowerment and entrepreneurship in collective societies has proven to be strong (Wood et al., 2021). Empowerment in the perspective of open innovation is empowerment towards conscious and active joint participation in the process of creating, acquiring, and disseminating knowledge, resulting in increased involvement, responsibility, self-control, and self-discipline. Often, this also leads to the search for new mechanisms of

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knowledge management (Aneta, 2016). So that the important empowerment built to be able to optimize the use of digital marketing platforms is knowledge empowerment. Without a high level of knowledge empowerment, it will be difficult to take advantage of digital platforms.

Based on these empirical studies, there are close relationships between knowledge empowerment, digital marketing platform, innovation performance, and market performance which ultimately forms the following research hypotheses:

H1: It is hypothesized that knowledge empowerment is needed to increase the use of digital marketing platforms.

H2: It is hypothesized that the success of innovation performance is highly depend on the high level of knowledge empowerment and digital marketing platform used.

H3: It is hypothesized that market performance will be strongly shaped by innovation performance.

H4: Digital marketing platform mediates the effect of knowledge empowerment on innovation performance.

Method

This research was conducted on 180 Pelanusa patchwork craftswomen who were selected through accidental-purposive sampling technique. Pelanusa members who become respondents must be independent entrepreneurs and have run a business for at least 3 years under the guidance and assistance of the Pelangi Nusantara Singhasari Foundation (Planusa Foundation), and are classified as marginalized women or women with disabilities. The data collected through the research instrument in the form of a 5-point Likert scale questionnaire was processed and analyzed using Partial Least Square (PLS) analysis with SmartPLS 4.0.7.9. After the data passed the outer and inner model tests, finally the hypothesis was tested by t-test (Hair et al., 2014; Hair et al., 2017; and Garson, 2016).

Knowledge Empowerment (X) is measured by the formula of Aneta (2016): willing to learn to improve qualifications (X1), willing to improve skills and continue to add experience (X2), willing to increase creativity and entrepreneurship (X23), pro of innovation (X24), dare to take decisions and responsibilities (X25), and run flexibly (X26). Digital Marketing platform (Y1) is measured and developed through several formula of Khattak (2022): Feeling easy to access data through digital platforms (Y11), able to connect between digital platforms used, for example Instagram and Facebook (Y12), Can exchange information via digital the platform used (Z13), is able to collect relevant information from the database of the digital platform used (Z14), and is able to adapt the digital platform used to new things. Innovation Performance (Y2) was developed from the formula of Rajapathirana & Hui (2018): being able to add or create new products (Y21), using competitive technology (Y22), fast in introducing new products (Y23), and products created having novelty properties (Z33). Market

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Performance (Y3) was developed from the formula of (Rajapathirana & Hui, 2018): expanding market share (Y31), increasing customer satisfaction (Y32), and increasing total sales (Y33).

Result

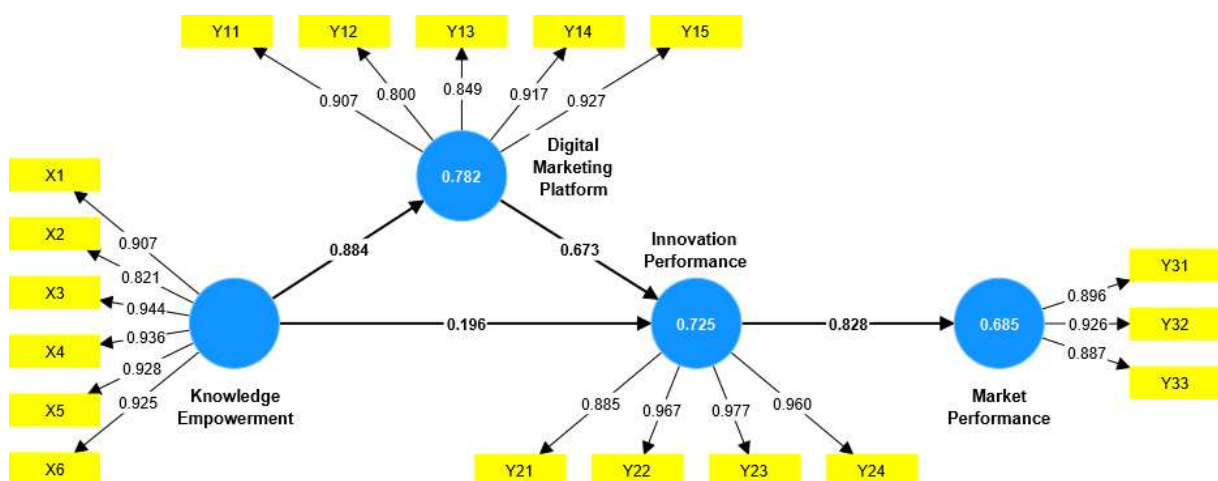
A total of 180 respondents, they are patchwork craftsmen of the “Pelanusa” group, have been studied. A total of 150 people are normal marginalized women and 30 people are women with disabilities with an average age of about 30 years, elementary and junior high school education.

The result of SEM-PLS Analysis using SmartPLS 4.0.7.9

The Outer Model

The outer model was tested to determine the validity and reliability of the research instrument. Valid instruments can be identified through the loading factor value greater than 0.70. Based on Figure 1. Structural Model, it is known that each manifest construct that reflects Knowledge Empowerment, Digital Marketing Platform, Innovation Performance, and Market Performance has a loading factor value > 0.7, so the research instrument is valid. Validity can also be seen from the value of Average Variance Extracted (AVE) which is greater than 5. Meanwhile, the reliability of the instrument can be checked from Cronbach's alpha value which is greater than 0.6 and composite which is greater than 0.8. As shown in Table 1. The AVE value of all latent constructs is greater than 0.5 and Cronbach's alpha value is greater than 0.6, and the composite reliability value is greater than 0.8 which indicates that the research instrument is valid and reliable.

Figure 1. Structural Model



Source: SmartPLS 4.0.7.9 Output (2022)

Table 1. Construct reliability and validity

Construct	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Knowledge Empowerment	0.925	0.884	0.782	0.782
Digital Marketing Platform	0.917	0.884	0.782	0.782
Innovation Performance	0.967	0.725	0.725	0.725
Market Performance	0.887	0.828	0.685	0.685

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Digital Marketing Platform	0.927	0.928	0.946	0.777
Innovation Performance	0.962	0.962	0.972	0.898
Knowledge Empowerment Market	0.959	0.959	0.967	0.830
Performance	0.888	0.894	0.930	0.816

Source: SmartPLS 4.0.7.9 Output (2022)

The Inner Model

Inner model in this study tested by the value of R-Square (R^2) and GoF. R-Square is the coefficient of determination on the endogenous latent construct. According to Chin (1998) in Hair et al. (2014), an impact is said to be strong if the R-square value is at least 0.67. Based on Figure 1., it is known that the R-Square value in Digital Marketing Platform is 0.782. About 78.2% of Digital Marketing Platform is explained powerfully by Knowledge Empowerment. Meanwhile, the R-square value in the Innovation Performance is 0.725. The 72.5% of Innovative Performance is explained powerfully by knowledge empowerment and digital marketing platform. And last, the R-Square value in the Market Performance is 0.685. About 68.5% of Market Performance is explained powerfully by Innovation Performance.

The Goodness of Fit (GoF) value calculated manually using the formula:

$$GoF = \sqrt{AVE \times R^2} \dots\dots\dots(1)$$

$$GoF \text{ Digital Marketing Platform} = \sqrt{0.777 \times 0.782} = 0.780 \dots\dots\dots(2)$$

$$GoF \text{ Innovation Performance} = \sqrt{0.898 \times 0.725} = 0.838 \dots\dots\dots(3)$$

$$GoF \text{ Market Performance} = \sqrt{0.816 \times 0.685} = 0.745 \dots\dots\dots(4)$$

According to Tenenhaus in Hair et al. (2014), the impact of exogenous latent constructs is categorized as large if the minimum GoF value is 0.38. Based on the calculation results, it shows that the GoF value for the constructs of Digital Marketing Performance, Innovation Performance, and Market Performance is greater than 0.38, which it means that the structural model formed is good and can be used to predict the endogenous latent construct.

The Hypothesis Test

Hypothesis testing is done by estimating the path coefficient (original sample O) which shows the positive or negative effect of exogenous latent constructs on endogenous latent constructs and t-statistics or p-values that indicate whether or not the impact of endogenous latent constructs is significant or not through Bootstrapping technique.

Based on the Original Sample O values in Table 3. and conceptual framework as in the structural model Figure 1. The main structural equations formed are:

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Path1: $Y_1 = 0.884X + e_1$ (1)

Path2: $Y_2 = 0.196X + 0.673Y_1 + e_2$ (2)

Path3: $Y_3 = 0.828Y_2 + e_3$ (3)

which X is Knowledge Empowerment, Y1 is Digital Marketing Platform, Y2 is Innovation Performance, Y3 is Market Performance, and e1, e2, e3 are error standards.

Table 3. Path Coefficient and T-Statistics

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Inference
Path Coefficients				
Digital Marketing Platform -> Innovation Performance	0.673	5.406	0.000	Significant
Innovation Performance -> Market Performance	0.828	32.263	0.000	Significant
Knowledge Empowerment -> Digital Marketing Platform	0.884	27.481	0.000	Significant
Knowledge Empowerment -> Innovation Performance	0.196	1.556	0.120	Not Significant
Specific Indirect Effects				
Knowledge Empowerment -> Digital Marketing Platform -> Innovation Performance	0.595	5.927	0.000	Significant

Source: SmartPLS 4.0.7.9 Output (2022)

Based on the structural model Path1, it is known that the Knowledge Empowerment has a positive and significant impact on Digital Marketing Platform. So that the first research hypothesis (H1), which states that "Knowledge empowerment is needed to increase the use of digital marketing platforms," is accepted.

Meanwhile, based on the structural model Path2, it is known that Knowledge Empowerment has a positive, but not significant impact on Innovation Performance, while digital marketing platform has a positive and significant impact on Innovation Performance. So, the second research hypothesis (H2), which states that "The success of innovation performance is highly depend on the high level of knowledge empowerment and digital marketing platform used," is rejected because innovation performance is more depend on the digital marketing platform used than knowledge empowerment. Finally, based on the structural model Path3, it is known that Innovation Performance has a positive and significant impact on Market Performance. So that the third research hypothesis (H3), which states that "Market performance will be strongly shaped by innovation performance," is accepted. Regarding the mediating role of Digital marketing Platform, based on the data in Table 3. in Specific Indirect Effect section, it is known that the indirect impact of knowledge empowerment on Innovation Performance through Digital Marketing Platform is significant. So that the fourth research hypothesis (H4) states that "Digital marketing platform mediates the effect of knowledge empowerment on innovation performance," is accepted. The nature of this mediator is complete mediation

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because the indirect impact of knowledge empowerment on innovation performance through digital marketing platforms is much stronger than the direct impact.

Discussion

Knowledge Empowerment and Digital Marketing Platform

The results of this study have proven the suspicion of the need for knowledge empowerment in improving the digital marketing platform used by the Pelanusa group, especially members who are marginalized women and women with disabilities. Although full of limitations, low education, minimal knowledge, even physically disabled, these Pelanusa members have a very strong will to learn and to have better qualifications, hence the ease of accessing and using digital platforms (Khattak, 2022), for the process of marketing and selling their creative products, they will be achieved even though they have to go through training and mentoring first from the Pelangi Nusantara Singhasari Foundation. As the research of Jun et al. (2021) explains that the hegemony of digital platforms is a tough challenge for creative-entrepreneurs, that is the need for high-quality resources, where the knowledge empowerment of every creative individual must be strong.

Knowledge Empowerment, Digital Marketing Platform, and Innovation Performance

The results of the study prove that there is a relationship between Knowledge Empowerment, Digital Marketing Platform, and Innovation Performance, where it is proven that high innovation performance is more dependent on the level of use of digital marketing platforms than knowledge empowerment of Pelanusa members. However, high knowledge empowerment plays an important role in increasing the use of marketing platforms which have an impact on high innovation performance. So, the higher the knowledge empowerment, the easier it will be for Pelanusa members to use the digital marketing platform, and the easier it will be to use the digital marketing platform, the more innovative performance will be achieved. This can happen because in this digital era, all information will be easier to obtain from the internet, especially during a pandemic like the past which requires everyone to use online media more in exchanging information and transacting. So, even though the knowledge empowerment is high, where Pelanusa members have a high willingness to improve their qualifications as patchwork craftsmen, want to improve skills and continue to add experience, want to increase creativity and entrepreneurship, are pro to innovation, dare to take decisions and take responsibility, and In carrying out activities flexibly, achieving high innovation performance will be difficult to obtain without the use of digital platforms, both for learning and media marketing (Aneta, 2016). Through digital platforms, especially in terms of marketing, entrepreneurs will get a lot of information and many valuable lessons, especially how to get the right strategy to sell through digital platforms.

This finding is in line with the results of Mourtada (2010) research which reveals that current information and communication technology can foster empowerment-based innovation. This finding is also in line with the research of Pak et al. (2019) which explains that innovation and

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information systems have studied extensively the process of implementing individual innovations that have an impact on innovation outcomes. In addition, Bartczak (2021) also explains that digital platforms can be an effective factor in implementing innovative business models.

Innovation Performance and Market Performance

The results of this study prove that market performance in this era is largely determined by innovation performance. A significant relationship between innovation performance and market performance has also been proven previously through findings of Rajapathirana & Hui (2018). High innovation performance shown by the ability of Pelanusa members to add or create new products, use competitive technology, be fast in introducing new products, and the products created have novel properties as described by Rajapathirana & Hui (2018) then the products their creative products will be able to penetrate the global market, as explained by Anjaningrum & Rudamaga (2019) that the factor that must be owned by every business to be able to compete in the digital era is innovation. Innovative behavior is very important to maintain and improve organizational competitiveness and it was found that psychological empowerment influences innovative behavior (Tanoto & Sutarhanji, 2019). A company must develop its innovation potential seriously if it wants the innovation process to be carried out properly and produce the expected innovation results. So far, the Pelanusa group has made many innovations in patchwork, which they call "Creative Sewing". Their unique products have been able to penetrate the global market, exported to Japan, Malaysia, and several other neighboring countries. The wider market share and the total number of sales indicate the success of the Pelanusa group in the market, and so far there have been no complaints from consumers or customers who also show relatively high customer satisfaction, this includes market performance as well (Rajapathirana & Hui, 2018).

Conclusion

Empowerment of knowledge is indeed needed to improve digital marketing platforms. However, this does not really guarantee the success of innovation performance directly, but the use of a high and appropriate digital marketing platform has a very important role in determining innovation performance which ultimately has an impact on market performance. The implications for the strategic management of SMEs based on creative economy and social entrepreneurship are clearly evident in the proven position of complete mediation of digital marketing performance on the influence of knowledge empowerment on innovation performance. Further research is expected to find other empowerments that have a significant effect on innovation performance and determine what digital marketing platform is most suitable for women with disabilities.

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