

## The Role of Marketing Innovation Mediation on The Influence of Organizational Creativity on Marketing Performance During The Covid-19 Pandemic Study on MSMEs Incorporated in Bojonegoro APMMIK

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Submitted : July 3, 2021

Revised : July 15, 2021

Published : July 31, 2021

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### ABSTRACT

This study aims to determine the effect of organizational creativity on marketing performance mediated by marketing innovations in MSMEs who are members of APMMIK Bojonegoro during the pandemic. The respondents used were 103 MSMEs owners, the test was carried out using the variant-based Structural Equation Modeling (SEM) method with the Partial Least Square (PLS) alternative with the Smart-PLS 2.0 M3 program. Based on the results of the analysis, it can be concluded that organizational creativity has a positive and significant effect on marketing innovation, marketing innovation has a positive and significant effect on marketing performance, and organizational creativity has a negative and insignificant effect on marketing performance. The implementation of this research is to increase innovation during the pandemic so that MSME can continue to rise and develop.

**Keywords:** *Marketing Innovation; Marketing Performance; MSMEs; Organizational Creativity.*

### INTRODUCTION

MSMEs in Indonesia have become an important part of the economic system in Indonesia, this is because MSMEs are business units that are more numerous than large-scale industrial businesses and have the advantage of accepting more workers, and being able to speed up the process. equity as a stage of development (Suci *et al.*, 2017). Various problems due to the pandemic were faced by MSMEs, such as declining sales, capital difficulties, hampered distribution, raw materials that were difficult to obtain, decreased production, and the number of layoffs that resulted in a significant decrease in profits (Arianto, 2020)

According to the Ministry of Cooperatives and Small and Medium Enterprises of the Republic of Indonesia in 2019, the number of MSMEs reached 64,194,057, this figure covers all businesses operating in Indonesia with a percentage of 99.9%, an increase of 1.98% from the previous year ([kemenkopukm.go.id](http://kemenkopukm.go.id)) One of the provinces, namely East Java, has a number of SMEs of 4.57 million businesses or 98.95% of the total non-agricultural businesses in East Java (Pramono, 2018). Then Bojonegoro Regency, located in East Java, continues to strive to increase economic growth through empowering and improving the economy of the creative industry and MSMEs in order to increase competitiveness ([beritabojonegoro.com](http://beritabojonegoro.com)). However, during the COVID-19 pandemic, based on a survey conducted by Bank Indonesia, 72% of MSME players experienced a decline in sales, capital distribution, and almost all MSME activities were affected and experienced a decrease in income ([bisnis.tempo.co](http://bisnis.tempo.co)). Meanwhile, there are around 78,000 business actors covering fashion, agricultural products, food, beverages, and handicraft businesses

in Bojonegoro Regency which have experienced a decline in turnover (blokbojonegoro.com). However, accelerating digital change has the potential to increase sales, drive commerce and business, and create jobs globally (Adb.org). So that during this pandemic, many MSME actors experience a decrease in income, but for MSMEs that are able to create innovations in the form of using technology, MSMEs are actually able to increase their income.

Apart from the existing problems, Bojonegoro Regency also has a place for its MSMEs to explore businesses so that they can continue to advance and develop which is named APMMIK Bojonegoro. APMMIK which has a total of 103 MSME members spread in almost all sub-districts in Bojonegoro Regency with the types of business namely food, beverages, crafts, and fashion. APMMIK is able to assist business actors in marketing activities by helping business owners cooperate with modern supermarkets such as Giant, Bravo, KDS, and Indomart. In addition, association members are also taught to use digital businesses such as selling their products on Bukalapak, doing online marketing through several social media accounts from their owners, using creative sites such as imooji.com, and some products from APMMIK members can enter the e-Smart IKM catalog website of the Ministry of Industry. The association is able to help its members to have business legality permits, so that many members already have business legalities such as SIUP, TDP, Halal Permits, etc. This is what is able to improve the quality of MSMEs in the association.

Creativity is the main factor of innovation that can refer to products and processes (Kabukcu, 2015). Before one can innovate, one must have creativity (Higgins, 2006). Creativity is the starting point of every innovation, so the ability to develop innovation is very dependent on the potential and creativity of problem solving which is a product of organizational processes. A leader must encourage group dynamics and processes to build a sense of identity that fosters the sense, trust, and community work needed to turn creative ideas into innovative products and services (Keller, 2006). According to (Higgins, 2006) creativity is the process of producing something new and has value. According to (Woodman *et al.*, 1993) organizational creativity is the extent to which an organization is able to create new products, services, procedures, processes, or ideas that are valuable and useful in complex organizational systems. Organizational creativity is something more than just a collection of creative individuals, so it is not enough just to have creative individuals present in an organization does not guarantee organizational creativity, because it is the result of the overall unity of the organizational environment (Sundgren & Styhre, 2007). Organizational creativity is the application of creativity in organizational operations that can make the organization better in dealing with environmental changes (Elenurm, 2012). Organizational creativity is multi-level, which can not only create products but also contain the creativity of new management systems, such as improving work methods and creating new functions (Aslam *et al.*, 2013).

Innovation is how companies or individuals make money from creativity, all business parties try to create original ideas and concepts that will end up as innovations, such as new products or enhanced products or services, processes that increase efficiency, highly competitive marketing campaigns, or superior management (Higgins, 2006). Marketing innovation has experienced a growth of theoretical and empirical interest over the past few years, the concept of marketing innovation can take many forms, for example, successful new products, more creative marketing programs, new and better performance of sales techniques (Suciu *et al.*, 2011). Marketing innovation is an understanding of consumer demand, the extent to which a new product or service is developed for a particular market, where the potential value and growth of that market determine

the success of the product or service (Trienekens *et al.*, 2008). Marketing innovation is the search for creative and new solutions to problems and needs with the aim of making businesses more competitive and improving their performance, organizations must continue to develop new products and strategies (Ungerma *et al.*, 2018).

The relationship between organizational creativity and marketing innovation is strengthened by research conducted by Ismail & Umami (2019) and (Anjaningrum & Sidi, 2018) which explains that creativity has a positive and significant effect on innovation. However, previous research by Sutapa *et al.* (2017) explained that the effect of creativity and innovation was not significant. This is reinforced by the opinion of Sohn & Jung (2010) in their research that creativity has no significant effect on innovation performance. Furthermore, to form innovation as a result of creativity, organizations must be able to be creative and make innovation a culture (Pratama *et al.*, 2020)

Marketing innovation also has an important role in the knowledge of customers and competitors regarding products into market performance (Ozkaya *et al.*, 2015). An important factor that will improve marketing performance is innovation (Farida, 2017). Marketing innovation is one of the main contributors to the performance of small and micro businesses (Sok *et al.*, 2013). Business performance can be improved through the quality of innovation (Salim & Sulaiman, 2011). Technology and information are able to facilitate marketing innovation towards a competitive market (Freeman, 1995). Marketing performance is the company's capacity to collect and interpret market knowledge, especially customers, competitors, and technology, including the storage capacity of all accessible organizational memory (Osakwe *et al.*, 2016). Marketing performance is a measure of marketing success achieved, by matching marketing with output in terms of net profit, market share, sales growth within a certain period (Wali & Opara, 2012). Marketing performance is an evaluation of the achievement of marketing objectives related to the vision, mission, and marketing objectives in the period under review (Fred Wali *et al.*, 2015)

This is also supported by research which explains that innovation also has a significant effect on the performance of MSMEs (Domi & Musabelliu, 2019), (Kijkasiwat & Phuensane, 2020), (Soto-acosta *et al.*, 2015), and (Ashrafi & Ravasan, 2018). Research findings Oke *et al.* (2007) show that there is a relationship between innovation and SME sales turnover growth. Egbetokun *et al.* (2008) in his research explains that innovation affects marketing performance in the scope of SMEs. However, Harjadi & Gunawan (2020) found that marketing innovation has a negative impact on marketing performance.

Basically, the primary focus on creativity as a determinant of innovation, however, has led to too little awareness that creativity and performance are closely related (Gong *et al.*, 2013). People's creative efforts can contribute to the performance of SMEs, therefore, the internal operations, external demands, procedures and products of Manufacturing SMEs can be improved through creative ideas (Gilson & Shalley, 2004). Previous research explained that organizational creativity and marketing performance have a significant influence (Utaminingsih, 2016) and (Rohmaniyah & Nurhayati, 2017). It is not surprising, therefore, that there is continued scholarly and practitioner interest in explaining how creativity drives success, despite its scientific and practical importance, the academic literature on organizational creativity remains highly inconsistent and often inconclusive in explaining the processes that affect organizational creativity. performance. Marketing (Hennessey & Amabile, 2010). Creativity does not have a direct relationship with the performance of SMEs (Çekmecelioglu & Günsel, 2013). This is reinforced

by the opinion of Yanto (2019) in his research which explains that creativity does not and does not significantly affect the performance of MSMEs.

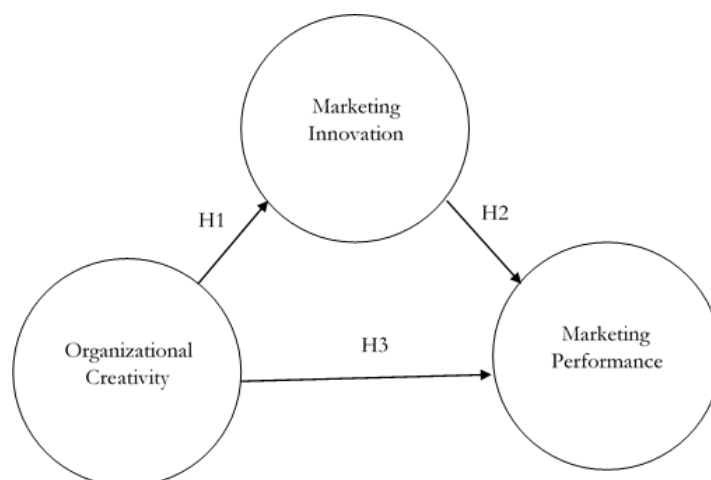


Figure 1. Framework

From this research model, the researcher will build a hypothesis that will be proposed, namely:

H1: There is a positive influence of organizational creativity on marketing innovation.

H2 : There is a positive influence of marketing innovation on marketing performance.

H3 : There is a positive influence of organizational creativity on marketing performance.

## METHODS

This research uses a type of conclusive research and is analyzed quantitatively (Malholtra & Dash, 2016). The population in this study are MSME actors who are members of APMMIK Bojonegoro with a total of 103 MSMEs consisting of 68 food MSMEs, 14 beverage MSMEs, 14 Craft MSMEs, and 7 fashion MSMEs. Total sampling was used for the sampling technique, so the number of samples in this study were 103 MSMEs who are members of APMMIK Bojonegoro. This study uses independent, dependent, and mediating variables. Organizational creativity as an independent variable (X) is measured by 6 indicators, namely organizational encouragement, supervisory supervisor encouragement, work group support, sufficient resources, work challenges, and freedom (Amabile *et al.*, 1996; Sundgren & Styhre, 2007). Meanwhile, marketing performance as the dependent variable (Y) is measured by 5 indicators, namely sales volume, sales growth, sales value, new customer rate, and new area level for (Avlonitis & Salavou, 2007; Indriastuti, 2019). Marketing innovation as a mediating variable (Z) is measured by 5 indicators, namely product design, product placement, promotion, and price placement (Gunday *et al.*, 2011). Data collection techniques are carried out by distributing online questionnaires to MSME owners who are members of APMMIK Bojonegoro, using a rating scale with a Likert scale (Malholtra & Dash, 2016). Using SEM-PLS and Smart-PLS 2.0 M3 software for data analysis techniques (Latan & Ghozali, 2012).

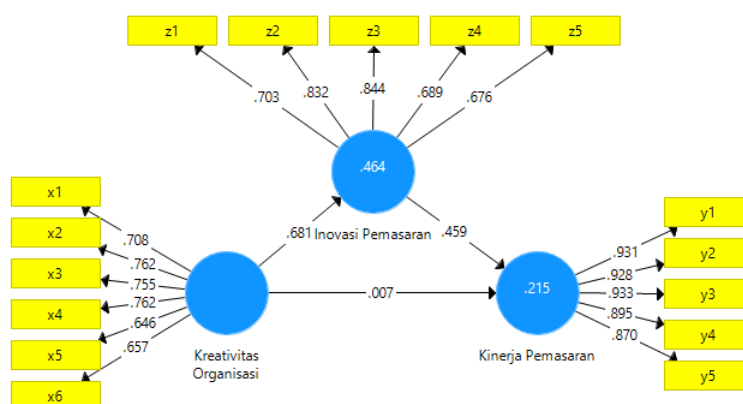
## RESULTS AND DISCUSSION

Respondents were obtained as many as 103 people who were declared eligible and met the criteria as MSME owners who became members of APMMIK Bojonegoro for at least one year, as listed in the table below.

**Table 1.**  
**Respondent Identity**

Description	Sum	Percentage	Description	Sum	Percentage
<b>Age</b>			<b>Number of Employees</b>		
20 – 29 years old	5	4,9%	Don't have employees yet	5	4,85%
30 – 39 years old	60	36,9%	1 - 3 employees	71	68,93%
40 – 59 years old	38	58,3%	4 - 6 employees	17	16,5%
<b>Gender</b>			7 – 10 employees	8	7,76%
Male	20	19,4%	More than 10 employees	2	1,94%
Female	83	80,6%	<b>UMKM Offline Distribution Channel</b>		
<b>Types of businesses</b>			Sell directly to consumers	54	52,42%
Food	68	66%	Sell through retailers	34	33%
Drink	14	13,6%	Sell through wholesale	6	5,82%
Craft	14	13,6%	Sell through agents	10	9,7%
Fashion	7	6,8%	<b>UMKM Online Distribution Channel</b>		
<b>MSMEs Legality</b>			Not doing online marketing	6	6%
Have legality	92	89,32%	Facebook	34	33,01%
Don't have legality yet	11	10,68%	WhatsApp	45	43,69%
<b>Long time joined APPMIK</b>			Website/Blog	4	3,88%
1-2 years old	43	41,7%	Toko online	14	13,59%
2-3 years old	19	18,4%			
More than 3 years	41	39,8%			

Sources : Processed author in 2021



**Figure 2. Outer Model**

Measuring whether or not a questionnaire is valid is done by testing the validity. There are two types of validity tests, namely the convergent validity test and the discriminant validity test. Convergent validity test can be done by looking at the factor loading value of each indicator in the construct, with the consideration that a factor weight of 0.6 or more is considered to have strong enough validity to explain the latent construct (Sambung, 2013; Latan & Ghozali, 2012). Figure 2 explains the estimation results of the structural model that all indicators have a factor loading value above 0.6 so that the model has met the requirements of convergent validity. In addition, convergent validity can also be seen with a value higher than 0.5 from the average extract variance (AVE) (Bagozzi & Yi, 1988; Kwong & Wong, 2013). The magnitude of the AVE value for each variable includes: organizational creativity (0.514), marketing innovation (0.565), and marketing

performance (0.832). The three variables have an AVE value of more than 0.50 and it can be concluded that all variables meet the criteria for good convergent validity.

Then the discriminant validity can be seen from the cross loading results which show that the indicators in each construct have a greater value than the indicators in other constructs (Latan & Ghozali, 2012). Based on the test results, it shows that all loading indicators on the measured variables are greater than the loading indicators on other variables, so that the measurement scale or research instrument has good discriminant validity. In a sense, the scale only measures the measured variable, does not measure other variables.

The reliability test of an instrument can be seen from the composite reliability value and the Cronbach alpha value on all variables. An instrument is said to be reliable if the composite reliability is > 0.7, but if the value ranges from 0.5 to 0.6 then it can be used and the Cronbach alpha value is > 0.6 (Latan & Ghozali, 2012). Based on the results of the analysis that has been done, table 2 shows the values of all variables are composite reliability 0.7 and Cronbach's alpha 0.6. Thus it can be concluded that all variables are reliable and reliable.

**Table 2.**  
**Reliability Test Results**

Statement	Cronbach's Alpha	Composite Reliability
<b>Organizational Creativity (x)</b>		
1 Organizational push		
2 Managers are good examples at work		
3 The creation of open communication in the work group	0,811	0,863
4 Sufficient resources		
5 Challenged in the work done		
6 Freedom of decision		
<b>Marketing Innovation (z)</b>		
1 Product design update		
2 Product placement to retain partners		
3 Product placement looking for new partners	0,806	0,865
4 Product promotion method update		
5 Updated how to set prices		
<b>Marketing Performance (y)</b>		
1 Sales volume		
2 Sales Growth		
3 Sales value	0,949	0,961
4 New Customer Tier Level		
5 New Area Level For Sales		

Source: Smart-PLS 2.0 M.3 processed in 2021

The model has predictive relevance if Q-square > 0 (Chin, 1998). This result can be obtained by the formula:

$$Q^2 = 1 - (1 - R1^2) (1 - R2^2) \dots (1 - Rp^2)$$

$$Q^2 = 1 - (1 - 0.464)(1 - 0.215)$$

$$Q^2 = 0.579$$

The predictive-relevance value is 0.579, Q-Square > 0, meaning that this model has a relevant predictive value of 57.9% explained by the variables used in the model and the rest is explained by other factors outside the model.

Hypothesis testing using bootstrapping with Smart-PLS 2.0 M3 software. The results above indicate that the relationship between organizational creativity and marketing innovation is positive and significant with the original sample estimate (0.681) and t-statistics (9.295) > t-table (1.960), then H1 is accepted. The relationship between marketing innovation and marketing performance is positive and significant with the original sample estimate (0.459) and t-statistics (4.254) > t-table (1.960), then H2 is accepted. The relationship between organizational creativity and marketing performance is negative and not significant with the original sample estimate (0.007) and t-statistic (0.051) < t-table (1.960), then H3 is rejected.

**Tabel 3**  
**Hypothesis Test Results**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics ( O/STERR )
Organizational Creativity -> Marketing Innovation	0,681	0,698	0,073	0,073	9,295
Marketing Innovation -> Marketing Performance	0,459	0,468	0,107	0,107	4,254
Organizational Creativity -> Marketing Performance	0,007	0,016	0,129	0,129	0,051

Sumber : Smart-PLS 2.0 M.3 processed in 2021

Mediation test using the Sobel test using online testing which can be accessed at [quantpsy.org/sobel/sobel.htm](http://quantpsy.org/sobel/sobel.htm), with the results of t-statistics(3.897) > 1.960 and p-value(0.000) < 0.05, with the conclusion that marketing innovation has an effect significant in bridging the influence of organizational creativity and marketing performance.

### Relationship between Organizational Creativity and Marketing Innovation

The results of the hypothesis test explain that organizational creativity and marketing innovation have a positive and significant relationship. That is, because with organizational innovation creativity (MSMEs), to be able to improve marketing, before someone can do it, they must have creativity (Higgins, 2006). These results support the research of Ismail & Ummi (2019) and Anjaningrum & Sidi (2018) which explain that creativity also has a positive and significant effect on innovation. So with the existence of MSMEs, developing this creativity has a good impact on MSMEs so that they can create marketing innovations.

### Relationship between Marketing Innovation and Marketing Performance

The results of hypothesis testing explain that marketing innovation and marketing performance have a positive and significant relationship, these results support research conducted by (Domi & Musabelliu, 2019), (Kijkasiwat & Phuensane, 2020), (Soto-acosta *et al.*, 2015), and (Ashrafi & Ravasan, 2018). That is, with the MSME marketing sector, this has a good impact on its marketing performance. Continuous innovation will result in customer satisfaction because there are improvements that can later improve marketing performance. Marketing innovation is one of the main contributors to the performance of small and micro businesses (Sok *et al.*, 2013). When MSMEs are able to identify the needs of their customers, MSMEs are able to meet customer needs with innovation results that can provide business benefits. Especially during a pandemic like this,

marketing innovation is very useful to improve marketing channels so that products reach consumers more quickly.

### **Relationship between Organizational Creativity and Marketing Performance**

The results of the hypothesis test explain that organizational creativity and marketing performance have no positive and significant effect, these results support the research of Çekmecelioğlu & Günsel (2013) and Yanto (2019) which explain that creativity has no significant effect on the performance of MSMEs. . It is not surprising, therefore, that there is continued scientific and practical interest in explaining how creativity enhancement, despite its scientific and practical importance, the academic literature on creativity remains very consistent and often does not explain the processes by which organizational creativity influences marketing (Hennessey & Amabile, 2010). This means that organizational creativity is not enough to trigger marketing, because creativity is the starting point of every innovation, so the ability to develop innovation is very dependent on the potential and problem solving of the product of the organizational creativity process (Keller, 2006). So it is not enough to just think in the form of ideas or ideas obtained from creativity, but it is necessary to have real results from innovations that can improve the marketing performance of MSMEs.

### **Relationship between Organizational Creativity and Marketing Performance through Marketing Innovation**

The results of the mediation test state that organizational creativity has a positive and significant effect on marketing performance through marketing innovation, these results strengthen the opinion of Gong *et al.* (2013) who described the main focus on creativity as a determinant of innovation, however, this has led to too little awareness that creativity and performance are firmly related. So that marketing innovation itself is able to mediate the relationship of organizational creativity to marketing performance. Good organizational creativity is able to create ideas or ideas that will be able to encourage the creation of renewal in the field of marketing. These new things will be able to perfect consumer needs for MSME business products, if consumer needs are met then this will also have an impact on sales which will increase.

### **CONCLUSION**

The results of the hypothesis test prove that organizational creativity is able to create marketing innovation, but organizational creativity has not been able to encourage marketing performance for MSMEs. organizational creativity that produces ideas or ideas requires marketing innovations that can improve the performance of SMEs in the form of products, prices and marketing methods. Marketing innovation will bridge the influence of organizational creativity on marketing performance. Good marketing innovation is able to improve marketing performance, through marketing channels such as selling online, through intermediary agents/wholesalers/resellers who are at least able to deliver goods to consumers correctly. The existence of innovations and marketing innovations that are developed can increase sales of MSME businesses and can rise from adversity.

The limitations of this study need to be explored by further researchers by finding and analyzing several other variables that can affect marketing innovation. Then this research is only limited to one association which is a forum for MSMEs with the type of MSME consisting of food, beverages, crafts, and fashion. However, in practice, creativity and innovation are different from other types of MSMEs. Then further research can examine different types of industries and businesses, so their creative and innovative ways will have slightly different effects.



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