

Increased Marketing Performance of Batik SMES through Product innovation Capability, Niche Market Mastery and Adaptation of Future Changes

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Abstract:

The research aims to determine the influence of product innovation capabilities towards improved marketing performance, through niche market mastery's mediation and future change adaptation. As for the antecedent product innovation capability, it is market sensing. Data for empirical investigation is derived from samples amounting to 202 SMEs Batik in Surakarta. The type of data used is quantitative data. The data source uses the primary data, which is through a questionnaire containing the question items for measuring the research variables. Research instruments with questionnaires containing open and closed questions, using an interval scale. Sampling techniques use purposive sampling techniques, with certain provisions. Testing data analysis using PLS (Partial Least Square). The results showed that market sensing has a positive and significant influence on product innovation capabilities, product innovation capabilities have a positive and significant influence on niche market mastery, innovation capabilities Positive and significant product impact adaptation of future changes. And the ability of product innovation positively and significantly affects the marketing performance. This research generates useful outputs for researchers and batik entrepreneurs, which emphasize the importance of market sensing, product innovation capabilities, market niche mastery, adaptation of future changes and marketing performance. This research originality is on the research model, which is newness and has never been researched before. Where it provides empirical evidence of market sense, the ability of product innovation through market niche mediation and future change adaptation can improve marketing performance.

Keywords: market sensing, niche market mastery, the adaptation of future changes in product innovation capabilities, and marketing performance.

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I. INTRODUCTION

Product innovation becomes an important thing for a company. Product innovation is indispensable for enterprise performance enhancement. Innovation is also the key to achieving success. Innovation is an important function in management because innovation is related to the performance of the company, it has been proved by (Zhou 2006; Salavou and Avlonitis 2008; Oke et al. 2007; Medina and Rufin 2009; Lin and Chen 2007). Even in some studies, it explained that innovation as a key to the

company's principal in achieving superior performance (Zhou 2006; Najib and Kiminami 2011; Low et al. 2007; Keskin 2006).

Several other studies gave different results, namely, Mavondo et al. (2005) stated that product innovation has no significant influence on marketing effectiveness. In the research of Darroch (2005) In the field of industry in New Zeland also found that innovation does not influence the performance of both measured by financial performance as well as non-financial performance namely market share and sales

growth. Darroch, (2005) also describes the role of knowledge management in the company. The variables tested are knowledge of income, knowledge dissemination, responsiveness to knowledge with innovation and performance. In this study proved that knowledge positively affects innovation, the company with better

knowledge management development that is training and behavior will be easier in developing innovation.

To make it easier to compare research results on the influence of innovation on marketing performance can be seen in Table 1. below:

Table 1
Research Gap's Summary of Innovation Influence on Marketing Performance

Research Gap	Result	Research	Method
There is a difference in research results of innovation influence on marketing performance.	a positive and significant	▪ Agarwal <i>et al.</i> , (2003) ▪ Im dan Workman (2004) ▪ Najib dan Kintamani (2011)	▪ Regresi ▪ SEM ▪ SEM
	Not significant	▪ Mavondo <i>et al.</i> , (2005). ▪ Darroch (2005)	▪ SEM ▪ SEM

Source: Developed from 5 research articles

According to table 1.1 it appears that the research results on the influence of innovation on marketing performance also still provide different results. Therefore, it is necessary to further research in hopes that it can explain the causal relationship between innovation and marketing performance.

The batik industry that becomes a source of livelihood of many manpower in Indonesia must be able to grow and develop more competitive with other economic actors. The limitations of this batik industry must be immediately formulated solution, at least has to be reduced, one of the limitations of batik industry that existed from the

first in the field of marketing. Marketing products produced by the batik industry should always be improved, especially facing the current global market. In addition to the creation of innovative and creative products that are always improved, it must also promote promotion, which is through improving the access of information to the wider community.

Batik industry growth is known to rise significantly. But the deviation of income annually is unstable. The following is presented the development of sales revenue increase of batik industry in the province of Central Java globally, which can be seen in figure 1.

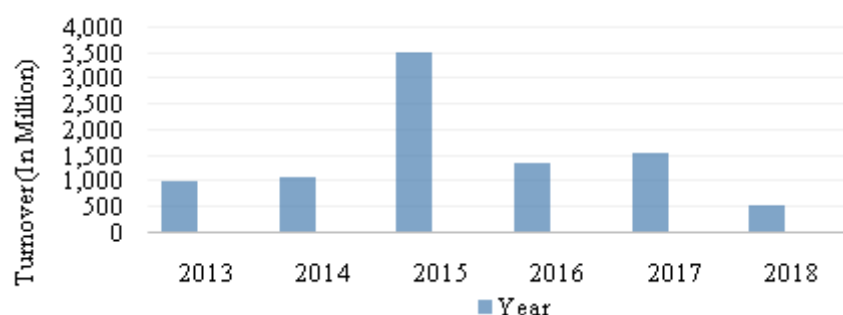


Fig. 1. Development of Batik Industry Income of Central Java Province

Source: Processed from various sources (BPS and Dinas Koperasi Jateng)

Based on the GAP research and the business phenomenon, the problem formulation in this research is how is the influence of product innovation capabilities towards improved marketing performance, through niche market mastery's mediation and market-change adaptation of future changes?

II. LITERATUR REVIEW

Market sensing

The process of product innovation can be improved through market knowledge (Luca & Atuahene-Gima, 2007) Market sensing encourages the company to exert efforts in acquiring market facts, operating on various circumstances to outperform competitors, creating and maintaining friendly relationships with staff and customers, and involving inner strength in conformance with the external environment of SMEs who have market sensing capabilities will be more innovative than SMEs who do not have Market sensing Capability (Alshanty & Emeagwali, 2019). Similarly, Keskin's research results, (2006), where the results reveal that the higher the market sensing ability is getting better and more effectively innovative.

Based on these thoughts, the hypothesis is determined as follows:

H1: The increasing market sensing increases the ability of product innovation.

Niche Market Mastery

The mastery of the niche market is the ability that companies have to create product innovations and be able to compete with similar companies. The company's product innovation capabilities can be improved by adding new users to the product and looking for new uses for existing products. Mastery of the niche market can be done using product differentiation and market domination, so it will eventually win a competitive edge (Murray & Neill, 2012). Companies that can innovate or create new products will have high

competitiveness, so that will be able to control the market share of various existing lines and Mamou mastered the market that has not been touched by its competitors.

Based on these thoughts, the hypothesis is determined as follows:

H2: The increasing ability of product innovation, further enhancing the mastery of the market niche

Adaptation of Future Changes

Adaptation of future companies is one way that the company adjusts to the changes in the situation and condition of the consumer so that the company can always follow the tastes and needs of consumers. The company always innovate on the products it produces, to remain competitive or able to compete in its environment. (Weiss, 2003) To win the competition, besides the company must be able to innovate, also must be able to adapt. Adaptation is done by adjusting the changing market conditions. Companies that can innovate will have the ability to adapt to the future.

Based on these thoughts, the hypothesis is determined as follows:

H3: The increasing ability of product innovation, the increasing adaptation of future changes.

Product Innovation Capabilities

The ability of product innovation is the ability that an organization has to adopt new ideas from the production process and from the products it generates. According to Salavou et al, (2004) that the most appropriate strategy for the company's driver is product innovation. This innovation is always done by the company to gain market share and win the competition with other companies. Companies that can innovate will have the advantage of competing and able to improve the marketing performance Najib & Kiminami, (2011). Corporate Innovation (product innovation

and process) is positively influenced by quality practices management and processes. Quality management which in turn, results in improved market performance (Psomas et al., 2018).

Based on these thoughts, the hypothesis is determined as follows:

H4: Increasing product innovation capabilities, increasing marketing performance

Marketing Performance

Marketing performance is a company's marketing activity, which includes the achievement of the company's profitability, sales volume level and market share. (Ferdinand, 2002). One of the things that leads to increased marketing performance is being able to master the market share of all the lines, especially the market that

has not been touched by its competitors. Besides, increased marketing performance is also due to the ability to adapt to future changes. Companies should be able to respond to changes quickly, to quickly know the needs and tastes of consumers nowadays, updates or not outdated.

Based on these thoughts, the hypothesis is determined as follows:

H5: The increased mastery of the market niche is increasing marketing performance

H6: The increasing adaptation of future changes is increasing marketing performance.

Based on the explanation, it can be created a frame of thought to improve marketing performance through market sensing, innovation capabilities through niche marketmastery mediation and adaptation of future changes.

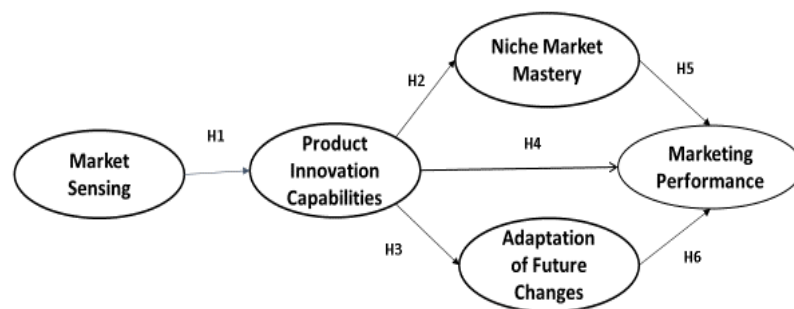


Fig.2.Framework

III. Research Methods

Samples

The samples used in this study were 202 SMEs of Batik, from the population number of SMEs Batik in Surakarta as many as 320 SMEs sampling technique using a purposive sampling method. Purposive sampling is based on the consideration to adjust to the criteria of the researcher to improve the accuracy of the sample (Sugiyono, 2010), the criteria are:

1. SMEs of batik in Surakarta.
2. Batik industry has stood at least 2 years.

Data Types, Data Sources, and Data Collection Methods

The type of data used in this study is quantitative data, which is a numeric or qualitative data that is score numbered. The source of this research data uses primary data, which is data obtained through a questionnaire that is shared with respondents who meet certain predefined criteria. The method of collecting data in this study is a questionnaire.

Research Instruments

This research uses instruments such as questionnaires. This research questionnaire is a closed and open statement. The questionnaire

spread can be done directly to the respondent but can also be sent by electronic mail or postal mail. The compiled questionnaire contained question items aimed at measuring the research variables. The measurement scale used in this research is the interval scale. Respondents simply write the appropriate numbers from the provided interval of 1 – 10. Open-ended questions are a confirmation question on a closed question. The respondent must provide an appropriate answer between the

answers to the closed questions with answers to open questions.

Data Analysis Methods

Technique Partial Least Square (PLS) with software WarpPLS 5.0. Used in this study for data processing and analysed it. Research to test the validity and reliability of research instruments, confirm the accuracy of the model, while also testing the impact of variables on other variables.

Development Indicators

Table3
Identification Indicators

No	Variable	Indicators
1	Market Sensing	<ul style="list-style-type: none"> • Understanding Trend Changes • Know the needs of consumers • Able to describe products that the market disliked • Able to explain the cause of increased demand. • Able to understand consumer behaviour.
2.	Product Innovation Capabilities	<ul style="list-style-type: none"> • Power generating new products • Capable of producing new Desani-designs. • Able to herd new users • Able to modify products with other materials. • Have product uniqueness value, quality and different price with competitors.
3	Niche Market Mastery	<ul style="list-style-type: none"> • Able to search for new users, and new usability, more users of the product • Able to make specialization of products, quality, service and price. • Able to protect market share • Able to expand market share • It has quality and price that can compete.
4.	Adaptation of Future Changes	<ul style="list-style-type: none"> • Able to respond quickly to customers ' answers, responses and replies. • Able to adapt to changes • Able to understand consumer behaviour • Able to predict something in the future
5	Marketing Performance	<ul style="list-style-type: none"> • Able to increase sales volume, • Increase customer growth • Able to profitability

- Able to master the market share
- Able to compete with other companies.
- Increase effectiveness and efficiency

Data Analysis

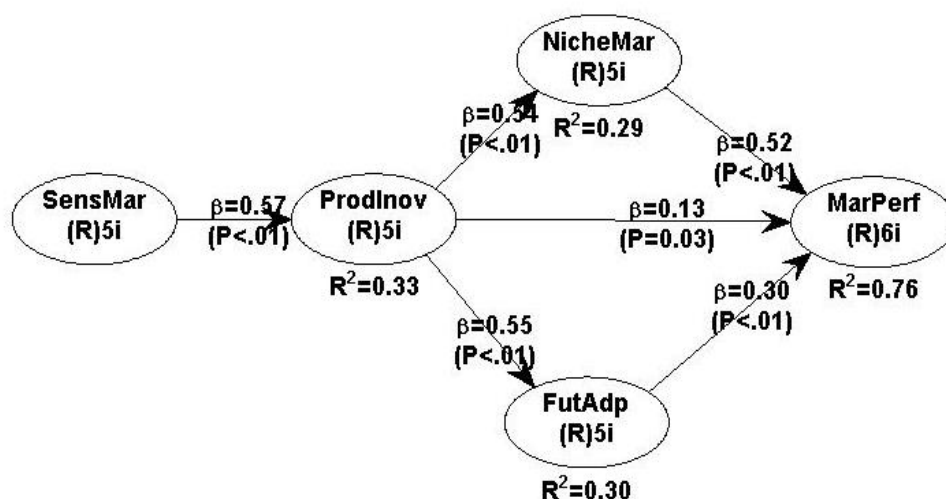


Fig.3.Data Analysis

Outer Model

Validation of the research model built used the outer model testing. The two main parameters are the test of the validity of the construction (the

validity of the convergent and determinant) and the internal consistency testing of the conduction (reliability). The test of validity of the construct has been fulfilled all from 25 indicators.

Validity Test

Table 4

Average Variance Extract (AVE)

	SenseMa	ProdIno	NicheMa	FutAdap	MarPerf
AVE	0.663	0.574	0.669	0.645	0.691

Source: Data Processing Output WarpPls 5.0

Table5

Factor Loading

	SensMar	ProdIno	NicheMa	FutAdp	MarPerf
LP1	0.814	0.077	-0.440	0.552	0.000
LP2	0.792	0.115	0.317	-0.443	-0.116
LP3	0.797	-0.070	-0.155	0.298	-0.047
LP4	0.826	0.046	0.341	-0.239	-0.224
LP5	0.839	-0.163	-0.061	-0.165	0.374

IP1	0.000	0.794	-0.137	0.095	0.123
IP2	0.066	0.827	-0.216	0.208	-0.012
IP3	0.047-	0.798	-0.017	0.296	0.292
IP4	-0.056	0.706	0.137	-0.341	0.054
IP5	-0.082	0.650	0.313	-0.373	0.164
PCP1	-0.136	0.045	0.817	-0.002	0.270
PCP2	0.301	0.002	0.764	-0.030	-0.444
PCP3	-0.081	-0.037	0.795	-0.219	0.207
PCP4	-0.169	0.011	0.859	0.161	0.204
PCP5	0.108	-0.020	0.851	0.071	-0.259
AMS1	-0.175	0.183	0.461	0.698	-0.355
AMS2	0.031	0.073	-0.005	0.864	-0.205
AMS3	0.166	-0.076	0.098	0.817	0.045
AMS4	0.005	-0.072	-0.168	0.831	0.103
AMS5	-0.056	-0.087	-0.326	0.795	0.381
KP1	-0.244	0.166	0.378	-0.166	0.812
KP2	0.080	0.129	-0.376	0.189	0.846
KP3	-0.040	-0.022	-0.159	-0.039	0.882
KP4	-0.030	-0.094	-0.097	0.297	0.819
KP5	0.144	-0.085	0.351	-0.454	0.790
KP6	0.092	-0.096	-0.055	0.150	0.837

Source: Data Processing Output WarpPls 5.0

Table6
Determinant Validity

	SensMar	ProdIno	NicheMa	FutAdp	MarPerf
SensMar	0.814	0.566	0.748	0.719	0.699
ProdIno	0.566	0.758	0.532	0.527	0.554
NicheMa	0.748	0.532	0.818	0.833	0.839
FutAdp	0.719	0.527	0.833	0.803	0.805
MarPerf	0.699	0.554	0.839	0.805	0.832

Source: Data Processing Output WarpPls 5.0

Table above shows the Average Variance Extract (AVE) value, the loading factor and the validity of the determinant, which is > 0.50 . The validity test matrix determinant also indicates that

there is a very strong and significant positive relationship between a single variable and another variable.

Reliability Test

Table7
Reliability Test

	SensMar	ProdIno	NicheMa	FutAdp	MarPerf
Composite reliability	0.908	0.870	0.910	0.900	0.931

Cronbach's alpha 0.873 0.812 0.876 0.861 0.910

Source: Data Processing Output WarpPls 5.0

The result of reliability test above which meaning respondents are consistent in answering questionnaire questions. It is indicated by the

value of composite reliability and Cronbach Alpha's > 0.70 where the value has fulfilled the rule of thumb which is > 0.60.

Inner Model

Table8
Path Coefficients

Variable			Path Coefficients	P-Values	Information
SensMar	→	ProdIno	0.571	<0.001	Significant Positive
ProdIno	→	NicheMa	0.537	<0.001	Significant Positive
ProdIno	→	FutAdp	0.548	<0.001	Significant Positive
ProdIno	→	MarPerf	0.126	0.034	Significant Positive
NicheMa	→	MarPerf	0.523	<0.001	Significant Positive
FutAdp	→	MarPerf	0.303	<0.001	Significant Positive

Source: Data Processing Output WarpPls 5.0

Based on Table 8 above, it shows that the market sensing of product innovation capability has the value of the path coefficient (line coefficient) of 0.571 and P-value of < 0.001 (Significance < 0.05). This means that market sensing is positive and significant in terms of product innovation capabilities. The ability of product innovation to market niche mastery has the value of the path coefficient (line coefficient) of 0.537 and P-value of < 0.001 (Significance < 0.05). This means the ability of product innovation is positively and significantly influential towards the mastery of a market niche. The ability of product innovation to the future change adaptation has the value of the path

coefficient (line coefficient) of 0.548 and P-value of < 0.001 (Significance < 0.05). This means the ability of product innovation is positively and significantly influential. Adaptation of future changes. The ability of product innovation to the marketing performance has a value path coefficient (line coefficient) of 0.126 and P-value of 0.034 (Significance < 0.05). This means the ability of product innovation is positively and significantly influential. Marketing performance. The mastery of the market niche to the marketing performance has the value of the path coefficient (line coefficient) of 0.523 and P-value of < 0.001 (Significance < 0.05). This means a market niche's mastery has a positive and significant impact on

marketing performance. Adaptation of future changes to marketing performance. Has the value of the path coefficient (path coefficient) of 0.303 and P-value of < 0.001 (Significance < 0.05). This means adaptation of future changes has a positive and significant effect on. Marketing performance.

IV. Discussion

Hypothesis Testing 1: The increasing market sensing increases the ability of product innovation.

Hypothesis 1 states that increasing market sensing increases the ability of product innovation. Table 8 shows that the P-value of market sensing of the product innovation capability of < 0.001 with a line coefficient of 0.571. The value of P-value is less than 0.05 (the significance of < 0.05) so that it can be concluded that if the market sensing increases, the ability of product innovation will also increase. The results of these statistical tests successfully received the 1 hypothesis stating the increasing market sensing, the increased product innovation capability (H1 accepted).

The results of this research following the research of Keskin, (2006) stating that the higher the ability of a company to feel the market (sensing market) is getting better and more innovative. In line with the research of Alshanty & Emeagwali, (2019), argues that SMEs who have market sensing capabilities will be more innovative than SMEs who do not have market sensing capabilities..

Hypothesis Testing 2: The increasing ability of product innovation, further enhancing the mastery of the market niche

Hypothesis 2 states that the increasing ability of product innovation, the more improving the mastery of the market niche. Table 8 showed that the value of P-value product innovation capability to niche mastery has the value path coefficient (line coefficient) of 0.537 and P-value of < 0.001 , so it can be concluded that if the product

innovation capability increases, then the mastery of the market niche will also increase. The results of these statistical tests successfully received the 2 hypotheses stating that the increasing ability of product innovation, the more a market niche increased (H2 received).

The results of this study correspond to the research of Salavou, (2004) stating that product innovation is the most appropriate strategy to encourage the company in maintaining market share.

Hypothesis Testing 3: The increasing ability of product innovation, the increasing adaptation of future changes.

Hypothesis 3 states that: the increasing ability of the innovation of ProduCT is increasing the adaptation of future changes. Table 8 shows that P-value product innovation capability of future change adaptation of < 0.001 (Significance < 0.05) and has a line coefficient value of 0.548. The results have not exceeded the significance value of 0.05 so that it can be concluded that the product innovation capability is positive and significant to the effect. Time change adaptation. Therefore, the results of the statistical test succeeded in receiving the 3 hypothesis, stating the increasing ability of product innovation, the increased adaptation of future changes (H3 received).

The results of this study in line with Verhees, (2005) stated that product innovations in small companies, by modifying the product as its renewal. The product innovations in Verhees research use an experimental indicator with something new and accept the challenge of the product as a form of newness. To know newness the company should be able to adapt to changes in the future.

Hypothesis 4 Testing: Increasing product innovation capabilities, increasing marketing performance

The hypothesis 4 states that: the increasing

ability of product innovation, the increased marketing performance. Table 8 showed that P-value product innovation ability to marketing performance of 0.034 (Significance < 0.05) and has a line coefficient value of 0.126. The results have not exceeded the significance value of 0.05 so that it can be concluded that the product innovation capability is positive and significant to the marketing performance. Therefore, the results of these statistical tests successfully received a 4 hypothesis stating the increasing ability of product innovation, the increased marketing performance (H4 acceptable).

The results of this study correspond to the research of Aksoy, (2017). Research conducted by Aksoy, (2017) concluded that product innovations positively affect the performance of marketing. In line with his research, Löfsten (2014) said that portfolio management, process innovation and organization have an influence on innovation performance, where the company's innovation performance will drive better business performance.

Hypothesis Testing 5: The increased mastery of the market niche is increasing marketing performance

The hypothesis 5 states that: the increased mastery of niche markets, the increased marketing performance. Table 8 indicates that P-value. Of the market niche to the marketing performance of < 0.001 (Significance < 0.05) and has a line coefficient value of 0.523. These results have not exceeded the significance value of 0.05 so that it can be concluded that the market niche mastery has a positive and significant impact on marketing performance. Therefore, the results of these statistical tests successfully received the 5 hypothesis which states the increasing of niche market mastery, the increasing marketing performance (H5 received).

The results of this research by Foley & Fahy, (2004) that implemented marketing concepts in market orientation, consumer orientation,

orientation competitor and organization as the ability to know the market response that leads to improving the company's performance.

Hypothesis Testing 6: The increasing adaptation of future changes is increasing marketing performance

The hypothesis 6 states that: the increasing adaptation of future changes, the increased marketing performance. Table 8 shows that the P-value adaptation of future changes to marketing performance is < 0.001 (Significance < 0.05) and has a line coefficient value of 0.303. The results have not exceeded the significance value of 0.05 so that it can be concluded that the adaptation of future changes has a positive and significant impact. Marketing performance. Therefore, the results of these statistical tests successfully received a 6 hypothesis stating that the increased adaptation of future changes increased. Marketing Performance (H6 received).

The results of this study correspond to Boeker& Goodstein, (2017), which examined 290 California hospitals over a period of seven years, indicating the results that hospitals able to adapt to environmental changes can improve hospital performance..

V. RESULT

This Model of research to determine the influence of product innovation capabilities towards improved marketing performance, through niche mediation and future change adaptation. The process part of this model consists of four variables, namely market sensing, product innovation capability, niche market mastery, adaptation of future changes and marketing performance. This Model defines the ability of product innovation capable of enhancing marketing performance through the mediation of niche market mastery and adaptation of future changes. The ability of product innovation is also influenced by market sensing.

All hypotheses in this study were supported

empirically. The ability of product innovation has a significant effect on the antecedent variables, namely market sensing. The ability of product innovation needs to understand and understand the market, so it is easy to know the needs, desires and tastes of consumers according to the current trend. Besides, the ability of innovation also has a significant influence on the mastery of the market niche, meaning the increasing ability of product innovation, further increasing the mastery of the market niche. The ability of product innovation has a significant influence on the adaptation of future changes. , increasing the ability of product innovation, further enhancing the adaptation of future changes. And the ability of product innovation positively and significantly affects the marketing performance, increasing the ability of product innovation, improving marketing performance.

VI. MANAGERIAL IMPLICATIONS AND FUTURE RESEARCH

SME's marketing activities related to managerial implications refer to the improvement of marketing activities related to product innovation capabilities. The ability of product innovation is a variable that plays an important role in improving marketing performance. The ability of product innovation in research is characterized by the strength of producing new designs, to develop new users, able to modify products with other materials, have a unique value of products, quality and price are different from Competitors. The ability of product innovation can improve the marketing performance directly and indirectly through mediation, which is by enhancing the mastery of the market niche and adaptation of future changes.

This research suggests future research based on its limitations. The limitation in this study is the informality of the data in this study, so that by using Partial Least Square (PLS). For the author's suggestion for subsequent research is to test the normality level of the research data by considering

the indicators used in the study. And it's best to add an indicator in the research variable to pass data normality test.

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