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Improving The Marketing Performance Of District Umkm. Banyumas Through Ambidexterity: A Social Network Theory Approach

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Abstract

The ability to build social networks is important for MSMEs because social networks can provide opportunities for MSMEs to gain new customers, resources and market opportunities, which are important for their survival and growth, especially in rapidly changing markets. The aim of this research is to explore the Ambidexterity capabilities of MSMEs in Banyumas, with a focus on social network theory. Social networks are essential in providing resources, information, and support, which in turn influences the balance between exploration and exploitation activities in organizations. The number of samples in this study was 131 respondents from MSME actors and was analyzed using SmartPLS. The results of this research are that Strong Ties has a positive effect on Ambidexterity in Banyumas MSMEs. Weak Ties has a positive effect on Ambidexterity in Banyumas MSMEs. Strong Ties has a positive effect on Marketing Performance in Banyumas MSMEs. Weak Ties has a positive effect on Marketing Performance in Banyumas MSMEs and Ambidexterity has a positive effect on marketing performance.

Key words: ***Strong Ties, Weak Ties, Ambidexterity, Marketing Performance***

INTRODUCTION

The Micro, Small and Medium Enterprises (MSME) sector is one of the sectors that contributes 61 percent to the GDP (gross domestic product) of the Indonesian economy with approximately 65 million MSMEs, (Primantoro & Wulan, 2024). And for the Banyumas area, in May 2024 in Banyumas there were 8563 MSMEs recorded (Dinkop-umkm.jatengprov.go.id, 2024). These figures show that MSMEs are a vital sector for the Indonesian economy and especially in Banyumas.

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Previous research also shows that there are obstacles experienced by Banyumas MSMEs including: internal factors such as limited capital, limited human resources, poor management skills, illegal business attitudes such as corruption, weak business networks and market penetration, and external factors such as supportive government policies. , limited facilities and infrastructure that support advances in science and technology (Adawiyah WR, 2013). Several factors that also hinder are electronic readiness, including the skills needed to run an online business (Mellinia et al., 2023), lack of mastery of e-marketing Puspasari et al., (2014), lack of application of social media and marketplaces (Umiati et al. , 2023; Sulasih et al., 2024), while the ability to use social media is expected to increase the ability to build marketing networks.

The ability to build social networks is important for MSMEs because social networks can provide opportunities for MSMEs to gain new customers, resources and market opportunities, which are important for their survival and growth, especially in rapidly changing markets (Franco et al., 2016). Several studies show that companies that engage in ambidextrous activities, which balance exploration and exploitation, tend to achieve superior marketing performance. This includes innovation and better financial results compared to companies that only focus on exploration or exploitation activities (Adiwijaya et al., 2020).

Even though there is much recognition of the importance of ambidexterity for micro, small and medium enterprises (MSMEs), there has not been much research on the ambidexterity of MSMEs. Research on Ambidexterity in Indonesian MSMEs is still limited, and what exists mostly links Ambidexterity with innovation performance, very few discuss Ambidexterity with the factors that support it (Kumalaningrum et al., 2023). Understanding these factors is very important to grow Ambidexterity capabilities in Banyumas MSMEs.

Understanding Ambidexterity in Banyumas MSMEs is very important to increase their resilience and competitiveness. Therefore, this research will look at how Ambidexterity in Banyumas MSMEs can contribute to the field by systematizing the characteristics of Banyumas MSMEs which have a cablaka character that can foster ambidexterity abilities. It is hoped that this approach will not only clarify the debate on Ambidexterity in MSMEs but also provide directions for future research. When we investigate social networking capabilities in Banyumas MSMEs, we hope to explain strategies that can foster Ambidexterity and encourage Banyumas MSMEs to become Ambidextrous.

Studies on Ambidexterity conclude that there is a positive relationship between Ambidexterity and marketing performance. The research results show that Ambidexterity

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drives marketing performance. Ambidexterity, which includes marketing exploration and exploitation, is critical to achieving superior marketing performance and long-term survival (Munawaroh et al., 2023), Ambidexterity positively influences marketing performance by enabling companies to balance short-term financial gains through long-term exploitation and innovation long through exploration (Adiwijaya et al., 2020).

Social networking capabilities are actually already possessed by MSME actors/managers, namely in their ability to maintain business social networks. Research shows that MSMEs can effectively utilize social networks to access and obtain resources from external partners, which is very important for their growth and innovation. . For example, SMEs can manage the diversity of external partners and the ties they establish with these partners to obtain external resources (Jaidi et al., 2022; Kumalaningrum et al., 2023).

In this research, we aim to explore the Ambidexterity capabilities of MSMEs in Banyumas, with a focus on social network theory. Social networks are essential in providing resources, information, and support, which in turn influences the balance between exploration and exploitation activities in organizations. It is hoped that having ambidextrous capabilities will make Banyumas MSMEs better.

The following research questions are designed to investigate various dimensions of social networks and their impact on Ambidexterity in Banyumas MSMEs. From the description above, the research questions we ask are:

1. Does Strong Ties affect Ambidexterity in Banyumas MSMEs?
2. Does Weak Ties affect Ambidexterity in Banyumas MSMEs?
3. Does Ambidexterity improve the Marketing Performance of Banyumas MSMEs?
4. How do strong ties improve the Marketing Performance of Banyumas MSMEs?
5. How do weak ties improve the Marketing Performance of Banyumas MSMEs?
6. Strong Ties or Weak Ties which most influence the Ambidexterity of Banyumas MSMEs

LITERATURE ANALYSIS AND METHODOLOGY

Social Network Theory

Social networks play an important role in influencing SMEs by providing access to resources beyond their physical boundaries, which is important given their limited resources. Through social networks, SMEs can gain access to goods, services and innovation, which can help them overcome resource limitations and improve their performance (Kumalaningrum, 2022). Investing in social networks can facilitate companies' growth ambitions by connecting them with people inside and outside the organization, thereby enabling them to exploit their innovative and creative capacities more effectively (Franco et

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al., 2016; Kumalaningrum, 2022; Pisar & Tomaskova, 2020). Social networks help SMEs stay abreast of economic changes, enabling them to take advantage of opportunities to innovate and increase their competitiveness.

Social Network Theory (social network theory) is grouped by Gamper, (2022), into Grand Theory of Network Research and Middle-range Theories. In medium-term theory, a very important relational concept comes from Granovetter, (1973). The sociological theoretical approach distinguishes between two types of relationships based on their intensity: strong and weak relationships (ties). Strong ties are characterized by close and frequent interactions, providing reliable support and necessary resources for exploitative activities. These ties offer stability and trust, which are essential for improving existing processes and maintaining efficiency (Granovetter, 1973). In contrast, weak ties, characterized by less frequent interactions, provide access to a variety of information and new ideas, thereby encouraging exploratory activities. These ties play an important role in innovation and adaptation, enabling MSMEs to discover and exploit new opportunities.

The interaction between social network theory and organizational Ambidexterity in SMEs is enormous. Strong ties help companies improve their current operations and maintain efficiency (Cao et al., (2021) In contrast, weak ties, which involve less frequent but diverse interactions, are critical for exploration activities. They introduce new ideas, practices innovative, and new information that allows companies to adapt and innovate (Partanen et al., 2020).

Build and maintain strong relationships with external partners such as suppliers, customers and other organizations. (Kim et al., 2022), research institutions, competitors (Chakma & Dhir, 2023), This can provide valuable resources and information that support exploration and exploitation activities.

Empirical studies show that SMEs with established social networks demonstrate higher levels of Ambidexterity and performance. Research results show that informal social networks help SMEs build dynamic capabilities, which in turn mediates the relationship between social networks and ambidextrous innovation, (He & Wu, 2022). An MSME manager who has social networking capabilities can influence his company's innovation performance (Jaidi et al., 2022). These findings highlight practical implications for Banyumas MSMEs, showing that strategic management of social networks can significantly improve their ambidextrous capabilities. The following is Table 1 of the dimensions and indicators of the strong ties variable based on research by Jaidi et al., (2022).

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Table 1. Dimensions and indicators of the Strong Ties (Enhance Exploitation)

Dimensions	Indicator
Communication Frequency	Intensity of regular communication with employees
Length of Relationship	Intensity of regular communication with customers
Intensity of Interpersonal Contact	Intensity of regular communication with suppliers
Strong Bonds	Intensity of regular communication with distributors

The following is Table 2 dimensions and indicators of the Weak Ties variable based on research by Partanen et al., (2020); Kumalaningrum et al., (2023)

Table 2. Dimensions and indicators of the Weak Ties (Enhanced Exploration)

Dimensions	Indicator
New opportunity	Identify potential markets or customer segments.
	Access to new resources or technology
New Idea	Introduction of innovative products or services
	Engagement in creative problem-solving or brainstorming sessions.
New Contact	Build relationships with industry experts or influencers.
	Network with potential clients or suppli-ers.

According to Kumalaningrum et al., (2023), research on Indonesian MSMEs rarely links Ambidexterity with networking capabilities. Build and maintain strong relationships with external partners such as suppliers, customers and other organizations. This can provide valuable resources and information that support exploration and exploitation activities. Network capability is measured by assessing the extent and quality of MSME relationships with external partners, such as suppliers, customers and other organizations. This can be done through surveys that ask about the frequency and depth of interactions, as

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well as the perceived benefits of these relationships (Chakma & Dhir, 2023). SMEs should seek to obtain key resources from external collaboration. This can include partnerships, alliances, and collaborations that provide access to new knowledge, technology, and markets, thereby supporting ambidextrous strategies (Nohman & Nohman, 2015).

The results of research in Pakistan show that MSMEs must focus on building networks with partner companies to align their strategic direction with existing conditions. NC (Network Capability) creates opportunities for MSMEs to respond effectively to a dynamic environment by using available resources efficiently (Majid et al., 2021). Likewise, according to Rui et al., (2023), it is very important to explore the ambidexterity of social networks to improve company innovation performance.

Banyumas MSMEs

Banyumas, a district in Central Java, Indonesia, has a dynamic MSME ecosystem in various sectors, which contributes significantly to local economic development. Ambidexterity capabilities in Banyumas can be focused on social networking capabilities because this ability is important to master, considering the large potential of students and tourists and is expected to have a positive influence on the marketing performance of Banyumas MSMEs, so the hypothesis we build is as follows:

H1: Strong Ties has a positive effect on Ambidexterity in Banyumas MSMEs
H2: Weak Ties has a positive effect on Ambidexterity in Banyumas MSMEs.
H3: Strong Ties has a positive effect on Marketing Performance in Banyumas MSMEs
H4: Weak Ties have a positive effect on Marketing Performance in Banyumas MSMEs.

Ambidexterity

The introduction of Ambidexterity literature has attracted significant scholarly attention over the years (Zimmermann et al., 2020), due to the recognition that achieving Ambidexterity is critical for sustainable business performance (Marín-Idárraga et al., 2022). Ambidexterity is very important for MSMEs because: one, performance improvement, helps in balancing the exploitation of existing capabilities while exploring new opportunities, resulting in better overall performance (Kim et al., 2022). Second, ambidexterity in MSMEs often appears in a different form to established companies, because their size is smaller, companies can carry out ambidextrous activities and tend to achieve superior marketing performance (Adiwijaya et al., 2020). Small organizations in MSMEs are considered profitable, because they have aspects such as agility (Pearce, 2013) and flexibility (Nohman & Nohman, 2015). Flexibility and adaptability enable MSMEs to respond to environmental

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changes and market demands more quickly (Kim et al., (2022). Ambidexterity allows them to manage these constraints effectively by engaging in problem solving with existing resources (Wenke et al. , 2021). Third, Ambidexterity is seen as the ability to adapt to changing market conditions and maintain competitiveness by balancing incremental and radical innovation (Chakma & Dhir, 2023). Organizational theory focuses on human behavior, while social theory, especially social network theory, emphasizes the importance of network partners in obtaining necessary resources. Organizational theory includes dynamic capabilities, innovation management, resource dependency theory, and resource-based views, among others power (Kumalaningrum et al., 2023); Pearce, 2013). According to previous research, (Jaidi et al., 2022); Ambidexterity indicators are in Table 3.

Table 3. Dimensions and indicators of the Ambidexterity

Dimension	Indicator
Ambidexterity	Have the ability to experiment with new products
	Have the ability to look for new opportunities or new markets
	Has the ability to search for new distributor channels
	Have the ability to accept product adjustment requests as requested by consumers
	Have the ability to accept requests beyond the model/form of goods I offer
	Has the ability to offer outside the region
	Has the ability to increase cost efficiency in providing products

Marketing Performance

Marketing performance refers to assessing how well a company's marketing activities achieve the expected results. This can include various dimensions such as efficiency, effectiveness and adaptability of marketing initiatives. Several academics emphasize that a company's marketing skills, which include the ability to maintain operational effectiveness and adapt to a dynamic environment (ambidexterity), are very important for achieving success in business (Gibson & Birkinshaw, 2004).

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Ambidexterity, which involves a balance of exploration and exploitation activities, is the main driver of marketing performance (Adiwijaya et al., 2020). Ambidexterity in marketing can improve marketing performance by enabling companies to adapt to changing consumer preferences, new technologies, and competitive pressures while maximizing the value of existing marketing assets (Munawaroh et al., 2023).

Marketing performance evaluation can be done through assessing the ability to build a marketing network, brand equity, increase in turnover or ability to dominate the market, and increase in income or profits (Munawaroh et al., 2023). According to research by Munawaroh et al., (2023); Marketing performance indicators are in Table 4.

Table 4. Dimensions and indicators of marketing performance variables

Dimensions	Indicator
Channel Activity	Marketing area coverage has expanded
Brand Equity	Consumer awareness of brands increases
Marketing Position	Sales growth
Financial Position	Net income increases

H5: Ambidexterity berpengaruh positif terhadap kinerja pemasaran

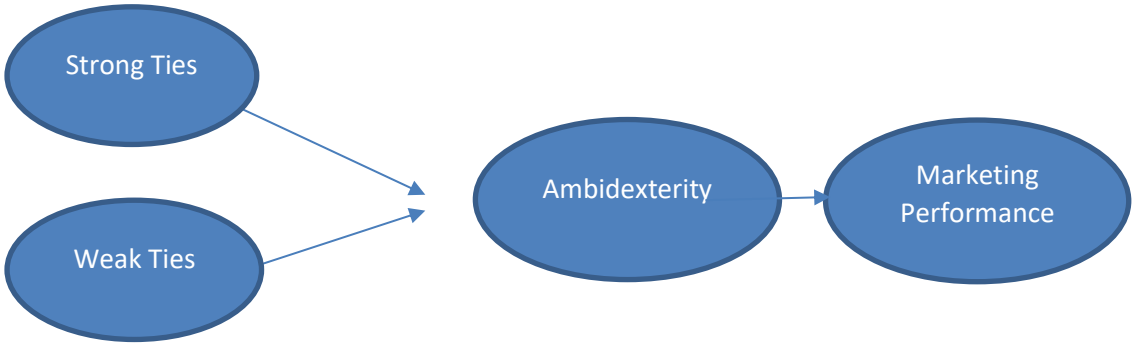


Figure 1. Research Model

Data collection

This research is confirmatory research, with cross sectional study data collection. The targets of this research are actors, either owners or managers of MSMEs in the creative industries (sub-sectors of F&B, fashion and crafts) in Banyumas Regency. The criteria for MSMEs are those that use social networks (have access to new technology, at least have a cellphone and internet network), have at least 1 employee, because there is an assessment

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regarding the ability to communicate with employees. The sample is in the Banyumas district area and has been established for more than 1 year so there is experience in implementing social networks. The minimum number of respondents required is 132 people in accordance with the Indicator - Respondent Ratio: 5:1 or more according to Hair, J., Black et al., (2010).

The data collection method is through a questionnaire, distributed online so that respondents can send it back anonymously, to maintain privacy so they can express objective opinions. The techniques used are Accidental Sampling and Purposive Sampling. Questionnaire measurements use a Likert scale.

Analysis Method

The validity test is used to measure the error of a questionnaire. The indicator used is Average Variance Extracted (AVE) (Hair Jr. et al., 2014). This research uses Confirmatory Factor Analysis (CFA). Thus, CFA helps us understand how measured indicators contribute to unmeasured constructs, as well as test hypotheses about the relationships between these variables.

To test the hypothesis using the Root Mean Square Error of Approximation (RMSEA). A smaller RMSEA value indicates a better fit between the model and the data. The use of RMSEA is in accordance with the opinion of Umar & Nisa, (2020), the authors recommend RMSEA in construct validity tests, whose activities are confirmatory in nature.

RESEARCH AND RESULTS

The first step taken is to measure the outer model to find out how valid and reliable the indicators are. The loading factor value must be greater than 0.7, and if the correlation value is less than 0.7 then the indicator is removed. The test results show that all indicators are greater than 0.7. This means that the construct has good convergent validity.

Table 5. Variables, Indicators, Loading Factor, AVEs and Composite Reliability

Variables	Indicators	Loading Factors Running	Cronbach's Alpha	AVE	Composite Reliability
ST	ST1	0,801	0,902	0,737	0,918
	ST2	0,856			
	ST3	0,868			
	ST4	0,907			

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WT	WT1	0,773	0,787	0,704	0,877
	WT2	0,934			
	WT3	0,802			
AB	AB1	0,695	0,769	0,593	0,853
	AB2	0,728			
	AB3	0,806			
	AB4	0,842			
MP	MP1	0,954	0,948	0,866	0,963
	MP2	0,894			
	MP3	0,967			
	MP4	0,904			

Source: Processed data, 2024

The next step is to look at R-square to test the predicted relationship between hidden variables or structural models. Figure 3 shows the structural model, and Table 6 shows the R-square values. Ambidexterity's R-square value is 0.722 or 72.2%. Then Marketing Performance was 0.624 or 62.4%.

Table 6. Value of R Square

	R Square	Adjusted R Square
Ambidexterity	0,722	0,718
Marketing Performance	0,624	0,615

Source: Processed data, 2024

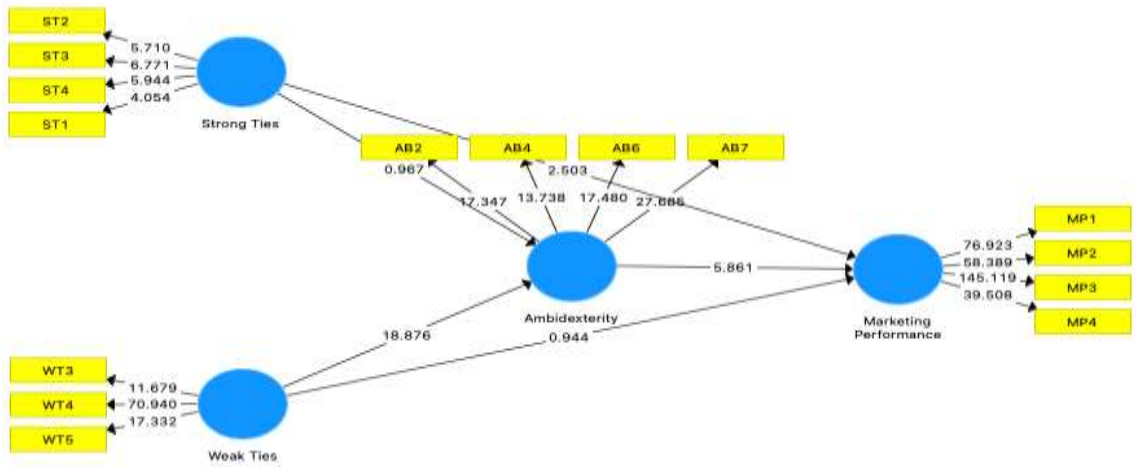


Figure 2. Structural Equation Model

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Table 3: Hypothesis Test

Hypothesis	Relationships	Original Sample	T.Statistics	P-Value	Result
1	Strong Ties -> Ambidexterity	0,051	0,967	0,334	Reject
2	Weak Ties -> Ambidexterity	0,844	18,876	0,000	Accepted
3	Strong Ties -> Marketing Performance	0,146	2,503	0,013	Accepted
4	Weak Ties -> Marketing Performance	0,115	0,944	0,346	Reject
5	Ambidexterity -> Marketing Performance	0,659	5,861	0,000	Accepted

Source: Processed data, 2024

DISCUSSION

Strong Ties has a positive effect on Ambidexterity in Banyumas MSMEs

The first hypothesis which states that Strong Ties has a positive effect on Ambidexterity in Banyumas MSMEs is proven by the original sample value of 0.051, but in the results of this study it is not significant, this is because the P-Value value of 0.335 is greater than the alpha value of 0.05, which means no significant.

Strong ties, which refer to close and mutually trusting relationships between MSME actors and business partners, families or communities, are considered to be able to provide emotional support, resources and information needed to carry out exploratory and exploitative activities simultaneously. However, in the context of MSMEs in Banyumas, the impact of this strong relationship on the ability to manage ambidexterity—that is, the ability to balance exploring new innovations while utilizing existing capabilities—was not as great as

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expected, according to Pearce, (2013) "Engaging in ambidexterity within a single unit engenders a heavy cognitive strain on all SME employees. In such cases, upper management does not buffer the operational levels from the conflicting demands of ambidexterity".
One reason why the effect of strong ties on ambidexterity is not significant could be related to the limited resources available in the relationship network. Although strong relationships can provide emotional and moral support, MSMEs in Banyumas may still face obstacles in accessing the financial and technical resources needed to support ambidexterity. The resources available through these strong relationships may be more informal and limited in scale, and therefore insufficient to drive effective exploration and exploitation capabilities. In addition, in the context of MSMEs, very close relationships can also lead to excessive stickiness, which reduces flexibility and openness to innovation from outside the network in line with opinion De Clercq et al., (2014), when individual managers perceive a need to compete for the same resources and protect their own functional turf, they may invest less in productive exchanges that could unlock and leverage function-specific knowledge, as demanded by contextual ambidexterity, because they believe other areas will take advantage of this knowledge.

Apart from limited resources, another factor that can explain the insignificance of the influence of strong ties on ambidexterity is the nature of the relationship which may tend to be homogeneous. Very close relationships often form between individuals or groups with similar backgrounds and perspectives. This can hinder the flow of new and innovative ideas needed to support ambidexterity. In situations like this, MSME actors may receive more information that they already know and are less exposed to new perspectives that can encourage innovation. Therefore, although strong relationships can provide support for stability and trust, they may be less effective in encouraging ambidexterity that requires diversity and dynamism.

Even though the effect of strong ties on ambidexterity is not significant, this does not mean that the relationship is not important. On the contrary, this research shows that MSME actors need to expand their networks to include weaker ties that can bring new information and different resources. Weak ties, which are usually more informal and interact less frequently, can be a source of innovative ideas and new, more diverse perspectives. By combining strong ties and weak ties, MSMEs in Banyumas can create a better balance between stability and innovation, thus supporting their ability to be ambidextrous and compete in a dynamic business environment.

The understanding that mutual support and mutual trust are the effects of strong ties must be understood by MSMEs, such as opinions Gibson & Birkinshaw, (2004), a supportive

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and trusting context, which is often a result of strong ties, is crucial for facilitating experimentation and risk-taking. This environment helps in managing the internal tensions that arise from the dual demands of alignment and adaptability, which are essential components of ambidexterity.

Weak Ties has a positive effect on Ambidexterity in Banyumas MSMEs

The second hypothesis which states that Weak Ties has a positive effect on Ambidexterity in Banyumas MSMEs is proven by the original sample value of 0.844, and in the results of this research it is significant, this is because the P-Value value of 0.000 is smaller than the alpha value of 0.05 which means it is significant.

Weak ties, which are relationships that are less close and more informal, such as relationships with colleagues who rarely see each other, business acquaintances, or professional communities, play an important role in increasing ambidexterity. Ambidexterity in this context refers to the ability of MSMEs to effectively manage new innovation exploration activities while utilizing existing capabilities. These weak ties provide access to sources of information, ideas, and opportunities that may not be available in a network of strong ties, inline with opinion (Partanen et al., 2020), weak ties facilitate the sharing of knowledge across different organizational subunits. This is crucial for ambidexterity as it allows for the transfer of diverse information and perspectives, which can enhance both exploration and exploitation activities.

This research shows that weak ties provide MSME actors with access to information and new ideas which are very much needed for innovation. Through interactions with various individuals and groups outside their immediate circle, MSME players gain new perspectives and broader insight into markets, technology and innovative business practices. This helps them to remain competitive and adaptive in the face of market changes. Additionally, weak ties often lead to collaboration and partnership opportunities that can support the exploration of new business opportunities, which is an important aspect of ambidexterity, along with Pearce, (2013), ties facilitate better cross-functional interfaces, which have a larger effect on ambidexterity than decision-making authority. This interconnectedness allows for more effective collaboration and knowledge sharing across different functions within the organization.

The significant influence of weak ties on ambidexterity also reflects the importance of diversifying social networks for MSME players. By having a wider and more diverse network, MSMEs can reduce the risk of dependence on homogeneous and limited information sources. Weak ties help create an environment conducive to the dynamic and innovative

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exchange of ideas, which not only supports the development of new products or services but also improves existing business processes. Thus, building and maintaining weak ties is an effective strategy for MSMEs in Banyumas to increase their ambidexterity, enabling them to better overcome challenges and take advantage of opportunities in an ever-evolving business environment.

Strong Ties has a positive effect on Marketing Performance in Banyumas MSMEs

The third hypothesis which states that Strong Ties has a positive effect on Marketing Performance in Banyumas MSMEs is proven by the original sample value of 0.146, and in the results of this research it is significant, this is because the P-Value value of 0.013 is smaller than the alpha value of 0.05 which means it is significant .

Strong ties, which include close relationships and mutual trust between MSMEs and business partners, loyal customers, families and local communities, play an important role in increasing the effectiveness of marketing activities. The trust and support gained from this relationship allows MSMEs to develop more personalized and impactful marketing strategies, so as to better attract and retain customers, according to (Munawaroh et al., 2023) Strong ties enhance the quality of relationships with key consumers and enable meaningful interactions with target customers. This relationship quality is vital for maintaining brand positioning and consumer loyalty, which are key drivers of marketing ambidexterity and performance.

This research found that MSMEs who have good strong ties can be more effective in utilizing their social networks to support marketing activities. Through strong relationships, MSMEs can more easily get recommendations through word of mouth, which is one of the most effective marketing tools, especially in local communities. Satisfied customers are more likely to recommend a product or service to others, creating a domino effect that can increase a business's visibility and reputation. In addition, close relationships with suppliers and business partners can result in better cooperation in terms of product distribution and joint promotions, which ultimately supports the achievement of marketing targets, inline with (Kumalaningrum et al., 2023)Strong relationships among alliance partners greatly promote knowledge integration, which is essential for effective marketing strategies. This integration helps in aligning marketing efforts with overall business goals and enhances the firm's ability to respond to market changes.

Strong ties enable MSMEs to be more responsive to customer needs and preferences. By having close relationships, MSMEs can get direct feedback and understand customer desires better. This information is invaluable in tailoring a product or service to better suit the

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target market. The results of this research show that MSMEs that succeed in building and maintaining strong ties can increase customer satisfaction, which has a direct impact on improving marketing performance, according to Adiwijaya et al., (2020)Strong ties facilitate the development of cross-functional marketing capabilities. These capabilities are crucial for improving corporate brand management, customer relationship management, and new product development, all of which contribute to better marketing performance. Success in marketing performance is not only seen from increased sales, but also from high customer loyalty and a strong brand image. Thus, investing in building strong ties is a very profitable strategy for MSMEs in Banyumas to achieve success in marketing.

Weak Ties have a positive effect on Marketing Performance in Banyumas MSMEs.

The fourth hypothesis states that Weak Ties has a positive effect on Marketing Performance in Banyumas MSMEs. This is proven by the original sample value of 0.115, but the results of this study are not significant, this is because the P-Value value of 0.346 is greater than the alpha value of 0.05, which means it is not significant.

Weak ties, which include more informal and infrequent relationships, such as those with business acquaintances or professional networks, offer access to new sources of information and opportunities that may not be available in a closer network of relationships. However, in the context of MSMEs in Banyumas, the impact of weak ties on marketing performance has not shown strong enough results to be considered significant. One of the reasons why the influence of weak ties on marketing performance is not significant could be related to limitations in utilizing the information and opportunities obtained from these relationships. Although weak ties can provide access to innovative ideas and new markets, MSMEs may face obstacles in implementing effective marketing strategies based on this information. Inline with (Kumalaningrum et al., 2023) Weak ties often lack the depth of interaction required for thorough knowledge integration. Strong relationships among alliance partners have been shown to greatly promote knowledge integration, which is crucial for effective marketing strategies. Factors such as limited resources, managerial capabilities, and inadequate marketing infrastructure can hinder the ability of MSMEs to take full advantage of the benefits of weak ties. As a result, although there is potential to improve marketing performance, the desired results may not be achieved optimally.

Excessive reliance on weak ties can also reduce focus and consistency in marketing strategy. Weak ties tend to provide broad but less in-depth information, which may not always be relevant or directly applicable in the context of MSME businesses in Banyumas. According to Bettiol et al., (2023) Weak ties can lead to the accumulation of redundant

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information and knowledge. This can result in an overemphasis on existing knowledge and exploitation, rather than the innovative approaches needed for effective marketing performance. MSMEs may be more successful when they combine information from weak ties with deeper insights from strong ties, which better understand the specific needs and dynamics of local markets. Therefore, although weak ties can provide additional benefits, these ties may not be strong enough to significantly improve marketing performance without deeper support in the form of mediation from Ambidexterity, with balanced capabilities between exploration and exploitation capabilities, marketing performance increases. Inline with Adiwijaya et al., (2020) Ambidexterity enhances a firm's dynamic capabilities, enabling it to respond to market changes more effectively. This adaptability is essential for maintaining business efficiency and achieving long-term success, especially when relying on the diverse but less intensive information provided by weak ties.

Ambidexterity has a positive effect on marketing performance

The fifth hypothesis which states that Ambidexterity has a positive effect on marketing performance is proven by the original sample value of 0.659, and in the results of this research it is significant, this is because the P-Value value of 0.000 is smaller than the alpha value of 0.05 which means it is significant.

Ambidexterity, which includes the ability to balance exploration of new innovations (exploration) with the utilization of existing capabilities (exploitation), has proven to be a key factor in increasing marketing effectiveness. In the context of MSMEs, the ability to adopt this balanced approach allows companies to remain innovative and responsive to market changes while still optimizing existing operations, thereby achieving better marketing performance. Inline with Adiwijaya et al., (2020) Firms that engage in marketing ambidexterity, which involves balancing exploration (innovative activities) and exploitation (optimization of existing processes), tend to have better innovation and financial performance compared to firms focusing solely on one of these activities.

MSMEs that successfully manage ambidexterity can better respond to market dynamics and customer needs. Through exploration, MSMEs can develop innovative new products and services, attract the attention of new market segments, and expand their market reach. According to Munawaroh et al., (2023) Ambidexterity enhances a firm's dynamic capabilities, enabling it to adapt to changing consumer preferences, emerging technologies, and competitive pressures. This adaptability is crucial for maintaining and improving marketing performance Meanwhile, through exploitation, MSMEs can increase operational efficiency, maintain product or service quality, and strengthen relationships with existing customers.

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The combination of these two approaches allows MSMEs to not only attract new customers but also maintain the loyalty of existing customers, which directly contributes to improved marketing performance.

Ambidextrous capabilities also help MSMEs optimize their marketing strategies. By continuously testing and adopting new marketing approaches through exploration, while maintaining proven best practices through exploitation, MSMEs can ensure that their marketing strategies are always relevant and effective. The results of this research show that MSMEs in Banyumas that are able to develop ambidexterity can more easily adapt to changes in consumer trends, new marketing technology and competitive dynamics. Ini line with opinion Adiwijaya et al., (2020) The development of market knowledge is essential for supporting marketing ambidexterity. This continuous flow of knowledge among employees at different levels helps in aligning marketing strategies with market needs, thereby improving marketing performance.Thus, ambidexterity not only improves the innovative and operational capabilities of MSMEs but also significantly improves their marketing performance, making them more competitive and competitive in an increasingly dynamic market.

CONCLUSION AND RECOMMENDATIONS

The aim of this research is to explore the Ambidexterity capabilities of MSMEs in Banyumas, with a focus on social network theory. Social networks are essential in providing resources, information, and support, which in turn influences the balance between exploration and exploitation activities in organizations. It is hoped that having ambidextrous capabilities will make Banyumas MSMEs better. The conclusion in this research is that Strong Ties has a positive effect on Ambidexterity in Banyumas MSMEs. Weak Ties has a positive effect on Ambidexterity in Banyumas MSMEs. Strong Ties has a positive effect on Marketing Performance in Banyumas MSMEs. Weak Ties has a positive effect on Marketing Performance in Banyumas MSMEs and Ambidexterity has a positive effect on marketing performance.

This study has several limitations that need to be noted. First, this research uses a cross-sectional approach, so it cannot capture the dynamics of changes in ambidexterity and MSME marketing performance over time. Second, the data collected only comes from MSMEs in Banyumas Regency, so the research results may not be generalizable to MSMEs in other regions with different characteristics. Third, this research relies on questionnaires as the main data collection instrument, which may be influenced by respondent subjectivity bias. In addition, external factors such as macroeconomic conditions, government policies, and market competition which might also influence MSME marketing performance were not

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analyzed in depth in this research. These limitations can be taken into consideration for further research to obtain more comprehensive and in-depth results.

For future research, it is recommended to use a longitudinal approach to capture the dynamics of changes in ambidexterity and MSME marketing performance over time. In addition, expanding the scope of the research area to include MSMEs in various regions with different characteristics can increase the generalizability of the findings. The use of mixed methods, such as in-depth interviews or case studies, can provide deeper insights and reduce respondent subjectivity bias. Further research should also consider external factors such as macroeconomic conditions, government policies and market competition in a more comprehensive manner. Thus, it is hoped that the research results can provide a more significant contribution in improving the marketing performance of MSMEs through ambidexterity.

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