International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

The Role Of Digital Marketing And Ambidexterity Integrated Solution In Improving Msme Business Performance

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Abstract

The purpose of this study was to analyze several antecedent variables that influence MSME business performance and to determine the role of ambidexterity solutions in mediating the relationship between knowledge sharing and business performance. The population of this study is the owners of craft SMEs in Central Java. Samples were taken using purposive sampling method. Data were collected through questionnaires, and processed using Structural Equation Modeling analysis. Based on the results of the analysis, the five hypotheses that have been proposed show a significant positive effect. digital marketing and Ambidexterity integrated solutions are proven to play a role in mediating the relationship between knowledge sharing and business performance. The dominant influence between variables is shown from the relationship between knowledge sharing and digital marketing.

Keywords: Knowledge Sharing, Digital Marketing, Ambidexterity Integrated Solution, Business Performance, Craft SMEs

INTRODUCTION

Knowledge sharing practices are almost always carried out by actors and members of the organization through various media to coordinate work, make decisions, find and solve organizational problems. Knowledge sharing is very crucial in identifying, creating, taking, gathering and developing knowledge and improving individual and organizational capabilities and performance. Several previous studies have stated that knowledge sharing is believed to have an impact on

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organizational/company performance, but several other research results have shown that there is no effect between knowledge sharing on organizational performance.

In the Covid-19 pandemic situation, the position of MSMEs has the potential to dominate the domestic market, especially when import needs cannot run as normal. However, this potential is not easy to realize because the faucet for imported raw materials is still open so that domestic production is not optimally absorbed. This makes it difficult for MSME players to penetrate the domestic market for raw materials. The decline in trade volume was also experienced by MSME players who exported abroad. On the other hand, those operating in tourist destinations have also experienced the impact of the pandemic due to travel restrictions that have paralyzed the tourism sector. With the large number of MSME actors, the impact of the pandemic will be felt by them and can then hamper the growth of the national economy. MSME assets before the pandemic were 757 billion, during the pandemic it dropped to only 636.4 billion. Turnover before the pandemic reached 384.5 billion, after the pandemic it fell to 166.8 billion. Debt before the pandemic was 561.6 billion while during the pandemic it rose to 602.9 billion.The number of workers absorbed until before the pandemic was 87,393 people (57.5%), when the pandemic fell to 63,523 people (42.5%). Craft is one of the sub-sectors of the creative industry, but in contributing to national GDP Central Java is still below West Java, East Java, Yogyakarta and Banten.

Previous research stated that knowledge sharing is believed to encourage increased organizational performance(Wang et al., 2014);(Marouf, 2016);(Sulistiyani et al., 2018; Parayitam et al., 2021). Research result(Singh et al., 2019)mentioned that knowledge sharing practices affect the performance of MSMEs through open innovation. However, other researchers say that there is no effect between proactive leadership and organizational performance(Chiu & Chien, 2015). Study(Wang & Wang, 2012);(Tamsah et al., 2020)found no significant effect between explicit knowledge and operational performance. Knowledge sharing practices are almost always carried out by actors and members of the organization through various media to coordinate work, make decisions, find and solve organizational problems.

The Central Java Provincial Government stated that at least 26,568 micro, small and medium enterprises (MSMEs) were affected by Covid-19. Head of the Cooperatives and MSMEs Office of Central Java Province Ema Rachmawati said that most of the affected SMEs were engaged in the food and beverage, fashion, and handicraft trade and services sectors. Of the 4.1 million businesses in Central Java, 3.7 million are micro businesses, while there are 3,358 large businesses, 39,125 medium businesses and 354,884 small businesses.(Rizqi, 2020). Therefore, new

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ways are needed to support MSMEs to recover from adversity, survive and have competitiveness.

In the Covid-19 pandemic situation, the position of MSMEs has the potential to dominate the domestic market, especially when import needs cannot run as normal. However, this potential is not easy to realize because the faucet for imported raw materials is still open so that domestic production is not optimally absorbed. This makes it difficult for MSME players to penetrate the domestic market for raw materials. The decline in trade volume was also experienced by MSME players who exported abroad. On the other hand, those operating in tourist destinations have also experienced the impact of the pandemic due to travel restrictions that have paralyzed the tourism sector. With the large number of MSME actors, the impact of the pandemic will be felt by them and can then hamper the growth of the national economy. MSME assets before the pandemic were 757 billion, during the pandemic it dropped to only 636.4 billion. Turnover before the pandemic reached 384.5 billion, after the pandemic fell to 166.8 billion. Debt before the pandemic was 561.6 billion while during the pandemic it rose to 602.9 billion. The number of workers absorbed until before the pandemic was 87,393 people (57.5%), when the pandemic fell to 63,523 people (42.5%). Craft is one of the sub-sectors of the creative industry, but in contributing to national GDP, the MSME sector becomes a savior when the economy is turbulent. Like right now, when 393 people (57.5%), when the pandemic fell to 63523 people (42.5%). Craft is one of the sub-sectors of the creative industry, but in contributing to national GDP, the MSME sector becomes a savior when the economy is turbulent. Like right now, when 393 people (57.5%), when the pandemic fell to 63523 people (42.5%). Craft is one of the sub-sectors of the creative industry, but in contributing to national GDP, the MSME sector becomes a savior when the economy is turbulent. Like right now, whencoronavirusreally hit the trade sector which resulted in a slowdown in the global economy, strengthening MSMEs is absolutely necessary. One of the MSME categories is the handicraft industry. The next arts sub-sector is craft or also commonly called craft. Craft is a creative activity related to the creation, production and distribution of products made or produced by craftsmen starting from the initial design to the process of completing the product directly from the craftsmen's hands. The results of handicraft products are handicrafts made of precious stones, natural and artificial fibers, leather, rattan, bamboo, wood, metal (gold, silver, copper, bronze and iron), glass, porcelain, cloth, marble, earth. clay, and lime. Handicraft products are generally only produced in relatively small quantities (Limited edition).

During the pandemic, MSMEs have proven to be critical engines that play a major role in national economic recovery. For this reason, the Government continues to work on formulating strategic policies for MSMEs to achieve prosperity and equity,

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one of which is increasing access to financing by issuing a Macroprudential Inclusive Financing Ratio or MSME credit ratio for banks.(Nursanti, 2021).

Based on the gap research and gap phenomenon above, this research wants to contribute to how MSMEs in the handicraft sector in Central Java have the capability to strengthen and improve their organizational performance through an integrated ambidexterity solution. The concept of ambidexterity integrated solution is characterized by understanding the problem, analytical skills, the ability to generate creative ideas, the ability to collect facts that support ideas, the ability to make conclusions and the ability to understand the opinions of others whobecome an asset in improving the performance of MSMEs.This research will test empirically the sample data of MSME owners in the handicraft sector in Central Java province.

HYPOTHESIS DEVELOPMENT AND EMPIRICAL RESEARCH MODEL

The Effect of Knowledge Sharing and Digital Marketing

Knowledge-sharing activities spur the development of infrastructure so that information can be conveyed more quickly and efficiently. The existence of information technology platforms makes it easier for all individuals, including members of organizations, to share information with each other. Information sharing facilities through digital marketing make it easier for the sales team to promote products, serve consumers and pay for products online.(Deng et al., 2022). Social media is one of the information technologies that are now being used by entrepreneurs for the smooth running of their business. Social media used include Facebook, LinkedIn, Instagram, WhatsApp to digital platforms, such as weblogs, Zoom, Microsoft Teams and Skype, big data and other online resources (Olan et al., 2022).

The first hypothesis put forward by knowledge sharing has a positive effect on increasing digital marketing

The Influence of Digital Marketing on Ambidexterity Integrated Solution

Information Technology is considered as an important enabler in the knowledge-based economy. Such infrastructure plays an important role in the knowledge management system of an organization. In order to create and use new knowledge, the sharing of existing knowledge needs to be facilitated by incorporating various technology platforms. Several researchers (Abouzeedan and Hedner, 2012; Harrison and Daly, 2009; emphasize technology infrastructure as an important element for knowledge sharing within organizations. Knowledge-sharing tools such as social media (FB, Twitter, Wiki, GoogleDocs, and others), content repositories, dynamic web sites, spaces for project management, and other essentials in knowledge sharing, storage, deployment and maintenance. The use of technology to support

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knowledge management opens up new capabilities (Standing and Benson, 2000) in business processes. Therefore, information technology (IT) is considered as an indispensable tool that supports the discovery of useful knowledge (Ho et al, 2012). So the second hypothesis put forward is that the more digital marketing increases, the better Ambidexterity integrated solution/

Effect of Knowledge Sharing on Ambidexterity Integrated Solution

An integrative solution is one that reconciles (which means integrates) the interests of both parties. Integrative solutions are sometimes accompanied by previously known alternatives, but more often there is the development of new alternatives that require creativity and imagination. For this reason it is more correct to say that integrative solutions usually emerge from a creative thinking process. Integrative solutions can be designed by each party individually, by both parties jointly, or by a third party acting as a mediator. Teams are usually formed from different knowledge backgrounds. Background functional diversity is a source of work conflict and has the greatest potential to affect team performance (Pelled et al. 1999). Task conflict is generally task-oriented and focused on judgmental differences regarding the best solution to achieve organizational goals (Amason 1996, Jehn, 1995). Team members usually come from different knowledge areas, they may have different perspectives and ideas for task problems or decision making. Central research has shown that differences in educational backgrounds lead to increased task-related contention in team work (Jehn et al., 1997). The third hypothesis put forward is that the higher the knowledge sharing within the team, the more ambidexterity integrated solutions are achieved. they may have different perspectives and ideas for task problems or decision making. Central research has shown that differences in educational backgrounds lead to increased task-related contention in team work (Jehn et al., 1997). The third hypothesis put forward is that the higher the knowledge sharing within the team, the more ambidexterity integrated solutions are achieved. they may have different perspectives and ideas for task problems or decision making. Central research has shown that differences in educational backgrounds lead to increased task-related contention in team work (Jehn et al., 1997). The third hypothesis put forward is that the higher the knowledge sharing within the team, the more ambidexterity integrated solutions are achieved.

The Influence of Integrated Solution Ambidexterity on MSME Performance

Knowledge is information that can be used by employees for organizational progress (Alvai & Leidner, 2001). If knowledge is shared and transferred at the right time between the right people and used at the right time, it will increase the chances

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of the organization to improve performance (O'Dell & Grayson, 1998). In addition, it has been found that social interaction between team members contributes to cooperation in achieving integrated solutions and improves team performance (Janhonen and Johanson, 2011). H6: The better the ambidexterity integrated solution, the higher the performance of SMEs.

METHODS

The population of this research is SMEs in the craft sector, in Central Java, the total population is 262 SMEs. Thus the respondents in this study are the owners of the MSME.In order to meet the suitability of the study study with empirical phenomena in the manufacturing industry spread across the Central Java region, the sampling method was carried out using a purposive sampling technique. The sample criteria used in this study are that MSMEs have been established for more than 10 years, and the owner has experience in MSME business, the owner's education is at least high school, and often receives training from various training venues about MSMEs. Some data collection processes are carried out in research these are as follows: Questionnaire, Observation, Literature study.

Based on the development of the hypotheses and empirical models that have been presented previously, this study uses a structural equation model so that it requires testing using the Structural Equation Model (SEM), with the AMOS (Analysis of Moment Structure) program version 22.

RESULTS AND DISCUSSION

In accordance with the data processing, a structural model was obtained as shown in Figure 1 below. The goodness of fit model results obtained GFI = 0.930; AGFI = 0.901; TLI = 0.966; IFI = 0.973 and RMSEA = 0.060 indicate fit numbers. So that the structural model is feasible to use for estimating the relationship between variables.

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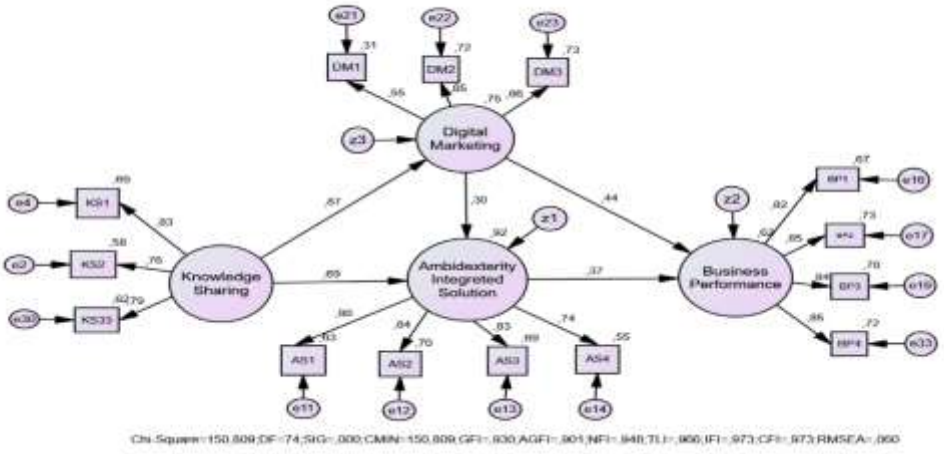


Figure 1. Structural Model of MSME Business Performance

The estimated value of the relationship between variables shows the effect of knowledge sharing on digital marketing is the highest value compared to other variable relationships. Complete results are shown in table 1 below:

Table 1.Estimated Value of Direct Effects Between Variables

hypothesis	Estimates	SE	CR	P	Results
Knowledge Sharing→Digital_Marketing	,595	,071	8,379	,000	Supported
Digital Marketing→Ambidexterity Integrated Solution	,339	,126	2,684	,007	Supported
Knowledge Sharing→Ambidexterity_Integreted Solution	,538	,094	5,728	,000	Supported
Digital Marketing→Business Performance	,594	,218	2,722	,006	Supported
Ambidexterity_Integrated Solution→Business Performance	,446	,190	2,342	,019	Supported
Knowledge Sharing→Digital Marketing→Business Performance	Z-Value 1 = 2.591			,014	Supported
Knowledge Sharing Ambidexterity integrated solution→Business Performance	Z-Value 2 = 2.172			,004	Supported

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The results of the data analysis show that the estimated relationship between variables produces a significant positive effect, with a significance level below 0.05. The effect of knowledge sharing on business performance is related to two variables that are positively significant, namely digital marketing andAmbidexterity Integrated Solutionwhich produces a Z value above 1.96 and a probability above 0.05

Effect of Knowledge Sharing, Digital Marketing and Business Performance

The effect of knowledge filtering on digital marketing produces a significant positive relationship. Currently, many companies are starting to use knowledge management in their company activities. According to McCormick (2007), abroad, knowledge sharing has been widely implemented by large companies such as Shuffle Master, World Bank, Pratt & Whitney, and Southern Co. This is because it is increasingly felt the importance of implementing knowledge management in a company when viewed from the side of the benefits that can be obtained. The benefits that can be obtained can be divided into two perspectives, namely the benefits that can be obtained by individuals and also by companies. The benefits of implementing knowledge management for individuals are described as follows:

First, improve individual ability in problem solving and decision making. This might happen because with knowledge management, every knowledge that exists within the company has been managed properly so that knowledge is easier to obtain and use for analysis of problems that occur which can be used to determine the best decisions that need to be taken in overcoming this. sharing which is a daily activity in a company or organization will be more effective when using information technology facilities such as social media. These media make it easier to market and serve consumers, so that they can reach all market niches(Batool et al., 2022)

The Effect of Knowledge Sharing onAmbidexterity Integrated Solution and Business Performance

The effect of knowledge sharing on digital marketing produces a significant positive relationship.Studies that have been conducted by researchers in the field of knowledge management, use various models and perspectives in illustrating knowledge sharing, with different indicators. These models include the intention to share knowledge(Seba et al., 2012); knowledge sharing efficacy (Hsu et al., 2007); knowledge sharing quality(Haas & Hansen, 2007);(Sarkheyli et al., 2013); tacit knowledge sharing(Holste & Fields, 2010); knowledge sharing motivation *(*Gagné, 2009) knowledgesharing under pressure(Connelly et al., 2014). In developed studiesOlaisen and Revang (2017); Sarkheyli et al (2013) and(Olan et al.,

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2022)explained that the quality of knowledge sharing is an important resource for competitive advantage in work creation and innovation and relates to the extent of understanding in knowledge sharing, openness in the distribution of experience, interpersonal trust ties, intensity of sharing and criteria for information being shared. Knowledge sharing is a necessary condition for achieving inter-individual productivity in organizations and industrial competitiveness. This is an important point that knowledge sharing is turned into an integrated part of a synergic solution.(Carlile, 2004);(Sulistiyani et al., 2022).

In knowledge management, organizational value can increase if individual knowledge can be shared with other individuals. Thus, the nature of knowledge is determined by how it can be shared (sharing).(Hau & Chow, 2012). Knowledge sharing is an important component in establishing knowledge management, as it helps in codifying the repository of available knowledge within an organization and improving it over time.(Srivastava et al., 2006);(Sulistiyani & Ferdinand, 2018).

An organization's ability to impart knowledge effectively depends to a large extent on the people, who actually create, share and use knowledge. Activity and intensity in the quality of knowledge sharing among team members contributes to the distribution of knowledge, and can lead to knowledge acquisition and integration into organizational knowledge. This results in individual learning which in turn can contribute to organizational learning(Ipe, 2003). Sharing knowledge within the organization concerns the willingness of individuals to share the resources they have with other members. Knowledge sharing leads to the quality of the sharing process so as to create satisfaction for recipients and users of information and has a positive impact on work productivity(Masood & Afsar, 2017);(Sulistiyani et al., 2021). Sharing knowledge is a model of knowledge sharing that emphasizes the quality of the process, context and content in sharing knowledge. Sharing knowledge is an activity that seeks to ensure that both the giver and recipient of knowledge are mutually trusted and reliable, intensive and satisfying. Sharing knowledge can integrate different thoughts between members of the organization to get the best problem solutions.

MSMEs are a type of entity organization where unique and specific individuals join. Each of these individuals has advantages and disadvantages, but this will become a strength if a teamwork is formed. When an organization is faced with task complexity beyond individual capacity, working in a team will be more effective and efficient than organizational members focusing on their own work (Gist & Mitchell, 1992). Organizations must always be ready to face changes and dynamics of the environment (Sulistiyani et al., 2023). Working methods in the form of coordination by sharing information, increasing synergy and becoming the strategy of choice for organizations to share interpersonal potential in order to produce reliable solutions in

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dealing with dynamics of change so as to improve business performance(Cabrera et al., 2006) (Batool et al., 2022).(Darudiato & Suryadi, 2013).

In actual practice, the application of the concept of knowledge sharing to MSMEs still faces obstacles that can hinder its use. Obstacles that can arise in the application of knowledge management in companies, among others (Darudiato & Suryadi, 2013): 1) Limited Resources: MSMEs usually have limited resources in terms of time, money and manpower. This can complicate the implementation of knowledge management which requires a significant investment of time, money and human resources. 2) Lack of Awareness about the Importance of Knowledge Management: Many MSMEs may not realize how important knowledge management is in optimizing their performance. Therefore, they may be reluctant to allocate resources to implement knowledge management practices. 3) Lack of Adequate IT Infrastructure: Implementation of knowledge management requires adequate information technology and infrastructure to support the collection, storage and dissemination of information. However, SMEs may not have sufficient budget to build or acquire the required IT infrastructure. 4) Lack of Skills and Experience in Knowledge Management: Implementation of knowledge management requires specific skills in knowledge management. However, SMEs may not have sufficient skills and experience in this field, which can make it difficult to implement knowledge management effectively. 5) Absence of Knowledge Culture: Implementation of knowledge management requires an organizational culture that supports knowledge exchange and learning. However, SMEs may not have such a culture, which can make it difficult to implement knowledge management effectively. Implementation of knowledge management requires specific skills in knowledge management. However, SMEs may not have sufficient skills and experience in this field, which can make it difficult to implement knowledge management effectively. 5) Absence of Knowledge Culture: Implementation of knowledge management requires an organizational culture that supports knowledge exchange and learning. However, SMEs may not have such a culture, which can make it difficult to implement knowledge management effectively. Implementation of knowledge management requires specific skills in knowledge management. However, SMEs may not have sufficient skills and experience in this field, which can make it difficult to implement knowledge management effectively. 5) Absence of Knowledge Culture: Implementation of knowledge management requires an organizational culture that supports knowledge exchange and learning. However, SMEs may not have such a culture, which can make it difficult to implement knowledge management effectively. Implementation of knowledge management requires an organizational culture that supports knowledge exchange and learning. However, SMEs may not have such a culture, which can make it difficult to implement knowledge management effectively.

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Implementation of knowledge management requires an organizational culture that supports knowledge exchange and learning. However, SMEs may not have such a culture, which can make it difficult to implement knowledge management effectively.

CONCLUSION

The study used 295 respondents, namely MSME owners in the various sub-sectors of craft products in Central Java. The five hypotheses proposed in this study all provide a significant positive effect.The direct effect of knowledge sharing on digital marketing has the greatest influence compared to other variable relationships. Digital Marketing and Ambidexerity Integratd Solutionwhich is proposed as a connecting variable between knowledge sharing and business performance is able to mediate the relationship between these variables.

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