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The Influence of Integrated Digital Marketing, Supply Chain Management, and Business Performance on the Sustainability of MSMEs

Bayu Setyo Nugroho[1*], Sri Marhaeni Salsiyah[2], Eva Purnamasari[3], Adam Afandi[4], Revalina Ayu Ramadhani[5]

[1,2,3,4,5]Business Administration Department, Politeknik Negeri Semarang, Central Java, Indonesia.

*Email: bsnbayu@polines.ac.id

Abstract

Micro, Small and Medium Enterprises (MSMEs) are one of the supports for economic resilience which have an important role in the sustainable economic growth of society as a whole. In the midst of globalization and high competition, MSMEs must be able to face the challenges of globalization and the impact of the Covid-19 pandemic. Flexibility and adaptability play an important role in the sustainability of a business in responding to technological developments, changes in people's habits and increased competition. The Ministry of Industry continues to encourage the small and medium industrial sector to utilize digital technology and transform to improve business performance. The use of digital technology is very important as a form of adaptation for MSME players in improving business performance in the commitment to business continuity after the Covid-19 pandemic. Flexibility in implementing technological updates is also an important factor in the sustainability of a business in dealing with current and future challenges. Implementation is not that easy, so MSMEs need to apply a business reengineering model to apply digital technology as one of the strategies in implementing supply chain management in relation to establishing a Sustainability model. This research used a sample of 100 respondents with positions as owners or managers of MSMEs who have adapted to digital technology. This research uses Structural Equation Modeling (SEM) analysis through the Partial Least Square (PLS) program. This research provides a positive contribution to MSME actors in the form of models, methods and suggestions for managerial implications.

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Keywords: Supply Chain Management, Integrated Digital Marketing, Sustainability, MSMEs Business Performance.

INTRODUCTION

MSMEs are an important factor in the economic ecosystem in Indonesia by contributing a high level of Gross Domestic Product. In order to support the development of MSMEs, the Indonesian Government established a law regarding MSMEs, namely UU No. 20 Tahun 2008 concerning the definition of business which consists of micro businesses, small businesses and medium businesses. Therefore, the government strives to always improve the performance of MSMEs. In the economic recovery after the Covid 19 pandemic, MSMEs have become an important factor in economic sustainability in society. MSMEs have the characteristic of quickly recovering post-pandemic because their businesses are still small scale and have direct contact with the community so that during the pandemic MSMEs are not directly affected. MSMEs in post-pandemic Indonesia have high potential for business continuity because MSMEs have the advantage if MSME actors can be flexible and adaptive to changes in people's habit patterns with the support of the latest technology. Therefore, the Government issued a Regulation of the Minister of Koperasi dan UMKM the Republic of Indonesia No 07/Per/M.KUMKM/VII/2015 concerning the Strategic Plan of the Ministry of Koperasi dan UMKM for 2015-2019 which states that the potential of MSMEs is demonstrated by their role as a source of community income, fulfilling needs for goods and services. domestic services, job creation, and increasing added value which has an impact on reducing poverty rates and economic growth. In this regulation, MSMEs are directly said to have a very important role in the sustainability of life in the community's economy. MSMEs have products that have a strong character, are strongly related to local cultures, knowledges, skills, and work patterns that have been passed down from generation to generation, so that MSME products do not depend entirely on the imported market for raw materials.

The sustainability of MSME businesses has various problems and challenges that must be faced. So these MSMEs need to continue to be developed in order to achieve sustainability. Business sustainability is an important aspect in business development after the business start-up phase. Sustainability or business continuity is a condition when a company has sufficient funds to run and develop its business. Sustainability is a business development phase that business actors must carry out in running their business. The sustainability phase requires innovation in running the business so that it has a good impact on the business.

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One way to achieve business sustainability is by adapting to technological developments and community habits. Digital marketing is a form of adaptation in today's marketing world. Digital Marketing can be defined as the promotion of goods and services using digital technology, primarily on the Internet, but also including mobile phones, display advertising, and other digital media. Digital marketing is increasingly being carried out by MSME players in line with the increase in internet users in Indonesia.

Reporting from the We Are Social website shows that the increase in Internet users in Indonesia continues to increase along with more even infrastructure development. According to the We Are Social report, the number of internet users in Indonesia has reached 213 million people as of January 2023. This number is equivalent to 77% of Indonesia's total population of 276.4 million people at the beginning of this year. The report also found that the average Indonesian uses the internet for 7 hours 42 minutes a day. On the other hand, the report noted that the majority or 98.3% of Indonesian internet users use mobile phones. With this data, it cannot be denied that Digital Marketing is very important in the promotion and sales process of a product.

Sustainability apart from digital marketing, of course there must be effective communication with suppliers to minimize costs and provide services that satisfy end customers. Supply Chain Management is a continuous integration process of customer needs, company internal processes, and supplier performance (Nugroho et al., 2023). Communication is always an important part of every business, so that there is no miscommunication between fellow business actors, especially those who help us in fulfilling goods and raw materials (Nugroho, 2023). Integration must continue to be carried out between business actors and suppliers so that something undesirable occurs, for example delays in delivery, wrong quantities, different types, and many other problems that can arise if the integration and coordination between business actors and suppliers is wrong in providing and reception of information.

Apart from having a direct impact on sustainability, digital marketing and supply chain management also indirectly affect the performance of a business. MSME performance is a measure of the success of MSMEs which is measured over a certain period of time as the value of each activity that has been prepared and implemented to be able to identify whether the strategy has been created and the implementation of the strategy is correct or vice versa. The performance of a business can include employee performance, financial health and market performance. Employee performance can be seen from the work results that can be achieved by a person or group of people in a company in accordance with their respective authority and responsibilities in an effort to

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achieve company goals legally. Employee performance has a significant impact on the work atmosphere and achievement of a business through internal factors. Financial health performance is also a benchmark for whether a business is healthy or not. Financial health is the weakest dimension indicator in the business performance aspect because it is the core of a policy in a business. Financial improvements include increasing revenue, profit, sales growth. Customer indicators here are customer satisfaction, loyalty, service targets, and branding activities. This improvement is the identification of business processes to provide the best service processes to consumers. There is also a Learning and Growth perspective related to internal company/organization satisfaction such as employee satisfaction, employee productivity, use of new technology, and training hours as a form of business actor's commitment to improving their business. Therefore, market performance measures can be exemplified by sales, growth, and market share in this research.

These aspects have continuity between digital marketing and supply chain management which influence the performance of a business and are directly related to sustainability. Sustainability of a business is a step that must be taken by business actors so that their business can survive.

Objectives

The Following is a model as a theoritical framework for this research.

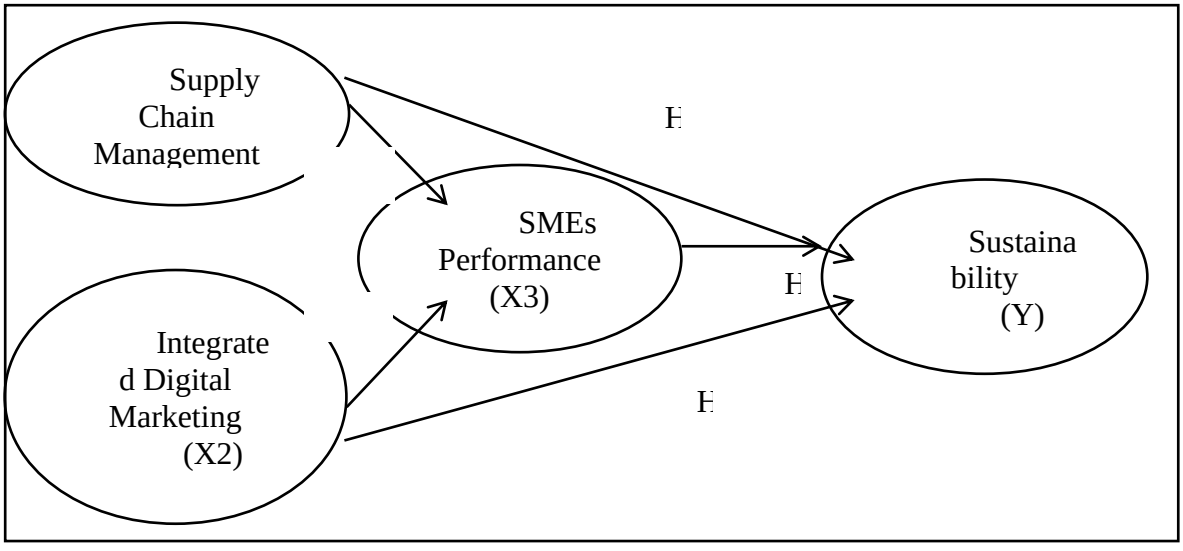


Figure 1: Theoretical Framework

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This article intends

1. To understand the sustainability of MSMEs through supply chain management, digital marketing and MSME performance.
2. To understand the influence of supply chain management and digital marketing on the performance of MSMEs
3. To understand the performance of MSMEs, it can be a mediator between supply chain management and digital marketing and the sustainability of MSMEs
4. To understand the flexibility and adaptive factors of MSMEs in technology and current developmentsTo recognize the dire need for negotiation techniques in the world of business

The sustainability of MSMEs is very interesting to research because they have enormous business and economic potential. This research also focuses on how to maintain the performance of MSMEs so that they continuously get better until they achieve sustainability.

DISCUSSION

Research on 100 samples of MSMEs with the aspects we examined in the form of S (Sustainability), SCM (Supply Chain Management), DM (Integrated Digital Marketing), P (UMKM business performance or SMEs Business Performance) using the following composition indicators:

1. Sustainability consists of social dimension indicators and environmental dimensions.
2. Supply Chain Management consists of indicators of relationships with customers or customer relationships, and internal relationships of MSMEs.
3. Integrated Digital Marketing is demonstrated by Social Metric Indicators, digital marketing effectiveness, and Integrated Digital Marketing.
4. MSME business performance indicators or SMEs Business Performance are shown by financial indicators - Return on Equity, Sales Growth, Earning after Tax, Profitability, Market Share, Customer Growth and Business Growth.

The respondents of this research are MSMEs in Semarang and its surroundings with the majority of respondents being the owners of these MSMEs. This is done so that the answers obtained from the survey are valid answers.

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Table 1. Technology Used

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Mobile Phone	78	78,0	78,0	78,0
	Mobile Phone, Computer	11	11,0	11,0	89,0
	Mobile phone, information system	3	3,0	3,0	92,0
	Mobile Phone, Website	1	1,0	1,0	93,0
	Mobile phone, website, information system	2	2,0	2,0	95,0
	Mobile Phone, Computer, Website	2	2,0	2,0	97,0
	Mobile phone, computer, website, information system, ERP (Enterprise Resource Planning)	1	1,0	1,0	98,0
	Mobile phone, computer, website, information system	2	2,0	2,0	100,0
	Total	100	100,0	100,0	

(Source: Primary Data, 2023)

The majority of MSMEs in Semarang have utilized online channels as a means of supporting trade, starting from the ordering process with suppliers, to the marketing and distribution process. Most results show mobile phones as the single medium most frequently used to assist the trading process. Mobile phones are considered the easiest and most familiar tools to use compared to computers, websites, and information systems.

Table 2. Sales and Promotion Media

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Media	45	45,0	45,0	45,0
	2 Media	22	22,0	22,0	67,0
	3 Media	20	20,0	20,0	87,0
	4 Media	11	11,0	11,0	98,0
	5 Media	1	1,0	1,0	99,0
	6 Media	1	1,0	1,0	100,0
	Total	100	100,0	100,0	

(Source: Primary Data, 2023)

MSMEs who are respondents to this research have used social media as a promotional and sales medium. Respondents use 1 to 4 social media, including e-commerce platforms that are familiar in Indonesia. MSME players stated that the combined use of social media and e-commerce had a positive and significant impact on developing market reach. This development will support sustainability which is the goal of empowering MSMEs in Indonesia.

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Table 3. *Outer Loading/ Loading Factor*

Matrix

	DM	P	S	SCM
X28				0.845
X29				0.832
X30				0.778
X31				0.765
X32				0.764
X38				0.879
X39				0.853
X4			0.871	
X41	0.760			
X42	0.737			
X46	0.832			
X48	0.880			
X49	0.869			
X5			0.766	
X50	0.855			
X53	0.902			
X54	0.884			
X55	0.880			
X9			0.854	
Y2		0.885		
Y3		0.889		
Y4		0.871		
Y5		0.930		
Y6		0.910		
Y7		0.796		
Y8		0.798		
Y9		0.742		

(Source: Primary Data, 2023)

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Table 4. *Discriminant Validity*

Fornell-Larcker Criter... | Cross Loadings | Heterotrait-Monotra

	DM	Performance	SCM	Sustainability
DM	0.828			
Performance	0.701	0.861		
SCM	0.788	0.798	0.787	
Sustainability	0.476	0.602	0.714	0.841

(Source: Primary Data, 2023)

Table 5. *Discriminant Validity*

Construct Reliability and Validity

Matrix | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extract... | Copy t

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
DM	0.950	0.954	0.958	0.716
P	0.946	0.949	0.956	0.731
S	0.775	0.779	0.870	0.692
SCM	0.917	0.920	0.934	0.669

(Source: Primary Data, 2023)

Table 1 shows that all indicators in the model have good loading factors, meeting the criteria of being smaller than the rule of thumb of 0.70 (Chin, 1998). So that the convergent validity of the measurement model (instrument) is good/valid. Apart from that, the discriminant validity value has a good value (Table 2). Meanwhile, in Table 3, it can be seen that the Cronbach Alpha and Composite Reliability scores in measuring reliability get a value greater than the rule of thumb value of 0.60 (Salisbury et al. 2002). the reliability is good.

Hypothesis Testing

The TStatistics value of Supply Chain Management on Sustainability is 6,373 ≥ 1.967 or a P value of 0.000 ≤ 0.05, which means that Supply Chain Management has a positive effect on Sustainability. The TStatistics Digital Marketing value for Sustainability is 0.586 ≤ 1.967 or the P value is 0.558 ≥ 0.05. This means that digital marketing has no effect on sustainability. The TStatistics value of Supply Chain Management on the

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business performance of MSMEs or SMEs Business Performance is 3,034 ≥ 1.967 or a P value of 0.003 ≤ 0.05 so that the hypothesis that Supply Chain Management has a positive effect on the business performance of MSMEs or SMEs Business Performance cannot be rejected. The TStatistics value of Digital Marketing on the business performance of MSMEs or SMEs Business Performance is 4,067 ≥ 1.967 or a P value of 0.000 ≤ 0.05, so that Digital Marketing has a positive effect on the business performance of MSMEs or SMEs Business Performance. The TStatistics value of MSME business performance or SMEs Business Performance on Sustainability is 1,420 ≤ 1.967 or a P value of 0.156 ≥ 0.05 so that MSME business performance or SMEs Business Performance has no effect on Sustainability.

Table 6. ***Indirect Effects***

Total Indirect Effects

Mean, STDEV, T-Values, P-... | Confidence Intervals | Confidence Intervals Bias ... | Samples | Copy to Clipbo

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
DM -> P					
DM -> S	0.072	0.073	0.054	1.351	**0.177**
P -> S					
SCM -> P					
SCM -> S	0.057	0.063	0.052	1.088	**0.277**

(Source: Primary Data, 2023)

As can be seen in table 5, Supply Chain Management towards Sustainability through MSME Business Performance is not fulfilled because the P Values are 0.277 > 0.05. So the hypothesis that MSME performance can be a mediator of supply chain management and sustainability in this research is rejected. Apart from that, digital marketing on sustainability through MSME business performance is also not fulfilled with a P value of 0.177 > 0.05, so the hypothesis that MSME performance can be a mediator between digital marketing and sustainability is rejected.

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Table 7. *Total Effects*

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic...	P Values
P -> S	0.166	0.174	0.117	1.420	0.156
SCM -> P	0.343	0.344	0.113	3.034	0.003
DM -> P	0.435	0.436	0.107	4.067	0.000
DM -> S	0.137	0.128	0.092	1.492	0.136
SCM -> S	0.656	0.665	0.070	9.315	0.000

(Source: Primary Data, 2023)

Table 8. R Square Adjusted

	R Square	R Square Adjusted
P	0.490	0.480
S	0.574	0.561

(Source: Primary Data, 2023)

Table 7 shows the R Square Adjusted value of MSME business performance or SMEs Business Performance (P) of 0.480 (48%) and Sustainability (S) of MSMEs of 0.561 (56.1%), this gives meaning to the independent variables Supply Chain Management (SCM) and Digital Marketing explains the dependent variable of MSME business performance or SMEs Business Performance (P) of 48%. Meanwhile, the ability of the independent variable to explain the dependent variable Sustainability is 56.1%. So there are still many variations in various other independent variables that influence the dependent outside of this research.

CONCLUSION

In the sustainability of MSMEs in Indonesia, supply chain management and employee performance have a positive impact on increasing sustainability. Efficient supply chain management and optimal operational performance make a major contribution to maximizing resource use and implementing sustainable practices in achieving sustainability. Meanwhile, digital marketing/ integrated digital marketing, even

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though it is an important part of market outreach, has not had a significant impact on the sustainability aspect of MSMEs in Indonesia.

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