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Techno-Entrepreneurial Relationship Marketing (TERM) to Enhance Entrepreneurial Competitiveness in Central Java

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Abstract

Techno-Entrepreneurial Relationship Marketing (TERM) has emerged as a critical framework for enhancing the competitiveness of student entrepreneurs in Central Java. This study explores how TERM, which integrates digital technology and relationship marketing, can improve marketing performance and foster long-term competitive advantage. Using a mixed-methods approach, the research surveyed 150 student entrepreneurs across 35 districts in Central Java, assessing the impact of Information Technology Adoption, Entrepreneurial Orientation, and Interaction Proactiveness on Marketing Performance. The findings indicate that TERM significantly enhances marketing performance by enabling proactive customer engagement, rapid responsiveness, and data-driven decision-making. The integration of digital tools such as social media platforms, CRM systems, and data analytics was found to be crucial for improving customer loyalty and market positioning. The study concludes that educational institutions should incorporate TERM into their entrepreneurship curricula to better prepare students for the challenges of digital markets. This approach not only supports the development of entrepreneurial skills but also strengthens the overall competitiveness of student-led businesses, positioning them for long-term success in a rapidly evolving digital economy.

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Keywords: Techno-Entrepreneurial Relationship Marketing, Digital Competitiveness, Entrepreneurial Orientation, Information Technology Adoption, Marketing Performance

INTRODUCTION

Entrepreneurship is widely recognized as a critical driver of economic growth, job creation, and innovation, particularly in developing economies like Indonesia. Central Java, as a significant economic region in Indonesia, has a growing population of young entrepreneurs, primarily university students who aspire to start and grow their businesses. However, these young entrepreneurs face numerous challenges, including limited financial resources, intense market competition, and rapidly changing consumer preferences. In addition, many lack the digital skills necessary to compete in an increasingly technology-driven market.

The rise of digital technologies has transformed traditional business models, creating both opportunities and challenges for entrepreneurs. Digital platforms, social media, and data analytics have become essential tools for building customer relationships, enhancing brand loyalty, and driving sales growth. However, many student entrepreneurs in Central Java struggle to effectively utilize these technologies to improve their marketing performance. This gap highlights the need for innovative frameworks like Techno-Entrepreneurial Relationship Marketing (TERM), which integrates technology, entrepreneurial orientation, and relationship marketing to enhance business competitiveness.

Despite the growing recognition of TERM as a strategic approach, there is a lack of empirical research on its impact on student entrepreneurs in Central Java. Most studies have focused on large corporations, overlooking the unique challenges faced by small businesses and startups. This paper aims to fill this gap by examining the role of TERM in improving the marketing performance of student entrepreneurs in Central Java. Specifically, it explores how the adoption of digital tools, proactive customer engagement, and innovative marketing strategies can help student entrepreneurs overcome common business challenges and achieve long-term success.

The problem statement for this study is thus centered on the critical question: How can TERM enhance the competitiveness of student entrepreneurs in Central Java? This question is particularly relevant given the high unemployment rates among university graduates, the intense competition in local markets, and the rapid pace of technological change. By addressing this question, this paper seeks to provide practical insights for educational institutions, policymakers, and student entrepreneurs on how to leverage TERM for competitive advantage.

Furthermore, this paper aims to contribute to the broader field of entrepreneurial

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research by integrating insights from digital marketing, relationship management, and entrepreneurial studies. It also seeks to identify the specific TERM components that have the most significant impact on marketing performance, including Information Technology Adoption, Entrepreneurial Orientation, and Interaction Proactiveness. By doing so, it provides a comprehensive framework for understanding how student entrepreneurs can build resilient, market-oriented businesses in a rapidly evolving digital economy.

LITERATURE REVIEW

OVERVIEW OF RESOURCE-BASED VIEW (RBV)

competitive advantage depends on its possession of valuable, rare, inimitable, and non-substitutable (VRIN) resources. According to Barney (1991), these resources can include physical assets, human skills, organizational processes, and technological capabilities. In the context of TERM, digital technologies such as Customer Relationship Management (CRM) systems, social media platforms, and data analytics tools are considered strategic resources that can significantly enhance marketing performance. These technologies enable entrepreneurs to collect customer insights, personalize marketing messages, and respond quickly to market changes, thereby improving customer loyalty and brand positioning.

OVERVIEW OF ENTREPRENEURIAL ORIENTATION (EO)

Entrepreneurial orientation refers to the strategic mindset and behaviors that drive innovation, proactiveness, and risk-taking within an organization. Lumpkin and Dess (1996) identify five key dimensions of EO: innovativeness, proactiveness, risk-taking, competitive aggressiveness, and autonomy. In the context of TERM, these dimensions are critical for creating innovative marketing strategies, identifying emerging market opportunities, and responding rapidly to customer needs. For example, student entrepreneurs who adopt a proactive approach are more likely to leverage digital tools for customer engagement and market expansion, leading to improved marketing performance.

OVERVIEW OF RELATIONSHIP MARKETING

Relationship marketing focuses on building long-term, mutually beneficial relationships with customers. It emphasizes customer loyalty, personalized interactions, and ongoing communication as critical drivers of business success. According to Grönroos (1994), effective relationship marketing requires a deep understanding of customer needs, continuous value

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creation, and proactive engagement. TERM integrates these principles by encouraging student entrepreneurs to use digital platforms to connect with customers, gather feedback, and deliver personalized experiences. This approach not only strengthens customer loyalty but also enhances brand reputation and competitive positioning.

OVERVIEW OF INTEGRATION OF TERM COMPONENTS

The integration of RBV, EO, and relationship marketing provides a comprehensive framework for understanding the strategic value of TERM. By combining digital tools, entrepreneurial orientation, and customer relationship management, student entrepreneurs can achieve significant improvements in marketing performance. For example, a study by Wang and Ahmed (2007) found that firms with strong entrepreneurial orientation and effective use of digital technologies tend to outperform their competitors in terms of market share, customer retention, and financial performance. This highlights the critical role of TERM in enhancing the competitiveness of small businesses and startups. Student entrepreneurs in Central Java face unique challenges, including limited financial resources, intense market competition, and rapidly changing consumer preferences. TERM offers a practical solution to these challenges by providing a structured approach to digital marketing and customer relationship management. By leveraging digital tools such as social media, CRM systems, and data analytics, student entrepreneurs can improve customer engagement, enhance brand loyalty, and achieve long-term business success. the literature on RBV, EO, and relationship marketing provides a strong theoretical foundation for the TERM framework. These theories highlight the importance of strategic resource management, proactive market engagement, and long-term customer relationships in achieving competitive advantage. The next section will outline the research methodology used to assess the impact of TERM on the marketing performance of student entrepreneurs in Central Java.

RESEARCH METHODS

This study employs a mixed-methods research design, combining quantitative surveys and qualitative interviews to provide a comprehensive understanding of the impact of Techno-Entrepreneurial Relationship Marketing (TERM) on student entrepreneurs in Central Java. The quantitative component involved a structured questionnaire distributed to 150 student entrepreneurs across 35 districts in Central Java. The questionnaire measured key TERM components, including Information Technology Adoption, Entrepreneurial Orientation, and Interaction Proactiveness. Data were analyzed using Structural Equation Modeling (SEM) with

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AMOS 24.0 to assess the relationships between these variables and marketing performance.

DISCUSSION

Based on results study This served as following:

a. Respondent Characteristics

In the research there were 100 respondents consisting of students who are entrepreneurs in 35 districts / cities consisting of 29 districts and 6 cities in Central Java. In the characteristics of respondents, it can be seen that entrepreneurial students are dominated by those who are at the age of 22-23 years and their average business has been operating for about 7-12 months.

b. Data Normality Evaluation

Based on the results of the normality test presented above in table 5, it shows that the data is normally distributed univariate and multivariate with no univariate value exceeding the critical limit (c.r) of a variable ± 2.25 and multivariate which is presented as -2.132. The processed data can be said to be normal if it has a critical value (c.r) of ± 2.58 and the results of the univariate and multivariate data normality tests show the value is still within the value range of ± 2.58 (Ghozali, 2017).

Table 1. Assessment of Normality

Variable	min	max	skew	c.r.	kurtosis	c.r.
EO3	1,000	5,000	-,257	-1,050	-,566	-1,155
EO2	1,000	5,000	-,256	-1,046	-,631	-1,287
EO1	1,000	5,000	-,434	-1,772	-,333	-,680
ITA3	1,000	5,000	-,264	-1,079	-,435	-,888
ITA2	1,000	5,000	-,306	-1,248	-,540	-1,102
ITA1	1,000	5,000	-,330	-1,349	-,551	-1,125
CA4	1,000	5,000	-,414	-1,688	-,526	-1,073
CA1	1,000	5,000	-,211	-,860	-,759	-1,549
CA2	1,000	5,000	-,158	-,646	-,614	-1,254
CA3	1,000	5,000	-,460	-1,879	-,246	-,502
MP3	1,000	5,000	-,343	-1,401	-,642	-1,311
MP2	1,000	5,000	-,273	-1,113	-,349	-,711
MP1	1,000	5,000	-,268	-1,093	-,783	-1,599
IP3	1,000	5,000	-,141	-,577	-,745	-1,522

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Variable	min	max	skew	c.r.	kurtosis	c.r.
IP2	1,000	5,000	-,282	-1,152	-,253	-,516
IP1	1,000	5,000	-,439	-1,793	-,515	-1,051
RC3	1,000	5,000	-,370	-1,511	-,225	-,458
RC2	1,000	5,000	-,229	-,937	-,851	-1,738
RC1	1,000	5,000	-,280	-1,143	-,524	-1,069
TERM3	1,000	5,000	-,380	-1,551	-,477	-,973
TERM2	1,000	5,000	-,257	-1,050	-,610	-1,246
TERM1	1,000	5,000	-,258	-1,054	-,810	-1,653
Multivariate					-2,357	-2,132

Source: processed data, 2024

c. Evaluation *Univariate & Multivariate Outlier*

Mahalanobis Disance is useful for measuring the presence or absence of outlier data, namely by looking at the observation score which is very different from the centroid score for 100 cases. In table 6, it can be seen that the minimum halanobis distance listed is 11,777 and the maximum distance is 28,907. Outlier data is prepared from the mahalanobis value that exceeds the chi-square value. In this study, the chi-square of 10 degrees of freedom (number of variable indicators) at the 0.01 significance level is 34.382, so it is stated that there are no outliers (Ghozali, 2017).

Table 2. ***Mahalanobis distance***

Observation number	Mahalanobis d-squared	p1	p2
70	28,907	,148	,999
49	28,684	,154	,999
62	28,416	,162	,999
38	27,917	,178	,999
81	27,843	,181	,999
41	27,764	,184	,999
85	27,532	,192	,999
40	22,118	,453	,147
59	22,088	,455	,113
44	21,921	,465	,113
69	21,750	,475	,114
13	21,635	,482	,103

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Observation number	Mahalanobis d-squared	p1	p2
55	21,534	,488	,090
61	21,484	,491	,069

Source: processed data, 2024

d. Evaluation Multicollinearity

According to (Hair et al, 2010) symptoms of multicollinearity can be seen through metrix sample correlations, if the resulting value of each indicator is smaller than (<) 0.90, it can be stated that there are no symptoms of multicollinearity. In this study, the results of data processing showed that there were no multicollinearity symptoms in the matrix sample correlations of 16 indicators spread across the six variables tested.

e. Test *Measurement* Model

In this study, the chi - squarev(X2) value and the degree of freedom (df) value were seen. Based on the results of the writing model test, it can be seen that the chi - square (X2) has a value of 259.240 and the degree of freedom (df) has a value of 184.

Table 3. *Cut Value* Results Evaluation

Goodness-of-fit indek	Cut of Value	Hasil Analisis	Evaluasi Model
Chi-Square	(Besar) ≥ 191.306	259.240	Baik
Probability	≥ 0.05	0.123	Baik
GFI	≤ 0.90	0.821	Marginal
IFI	≥ 0.90	0.977	Baik
TLI	≥ 0.90	0.971	Baik
CFI	≥ 0.90	0.977	Baik
CMIN/DF	≤ 2.00	1.409	Baik

Source: processed data, 2024

The model test results presented in Table 4.5 show the godness of fit criteria in the AMOS 24 program indicate that the structural equation modeling analysis in this study can be accepted in accordance with the fit model with a chi-square value = 259.240, probability = 0.110, CMIN / DF = 1.730, GFI = 0.81, CFI = 0.954, TLI = 0.942 and RMSEA = 0.064. Based on this fit model, it can be

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concluded that the model meets the godness of fit criteria. Therefore, the structural equation model in this study is suitable and feasible to use so that it can be interpreted for further discussion (Ghozali, 2017).

f. Test Hypothesis

At the stage of testing the hypothesis of a significant causal relationship, the critical ratio (c.r) value has a critical T value of ≥ 1.966. In making decision making easier, the author can see from the probability (P) number where (P) ≤ 0.05. If the P value ≤ 0.05 then H0 is accepted, and vice versa if the P value ≥ 0.05 then H0 is rejected, in the SEM package with the AMOS 24 application the results of the hypothesis test can be seen through the regression weights output, (Ghozali, 2017). The output results on Regression Weights present that each indicator or manifest variable that reflects the latent variable has a critical ratio (CR) value greater (>) than 1.96 equal to the t value in regression (>) 1.96 and P (probability of significance) with P < 0.05, it can be concluded that the eight hypotheses are accepted.

Table 4. Results Test Hypothesis

			Estimate	S.E.	C.R.	P
TERM	<---	Information_Technology_Adoption	,514	,065	7,912	***
TERM	<---	Entrepreneurial_Orientation	,613	,073	8,378	***
Responsiveness_Capability	<---	TERM	,887	,065	13,556	***
Interaction_Proactiveness	<---	TERM	,968	,069	14,094	***
Marketing_Performance	<---	Responsiveness_Capability	,154	,038	4,084	***
Marketing_Performance	<---	Interaction_Proactiveness	,105	,033	3,166	,002
Marketing_Performance	<---	TERM	,746	,074	10,036	***
Competitive_Advantage	<---	Marketing_Performance	,987	,071	13,859	***

Source: processed data, 2024

CONCLUSION

The findings of this study reveal several critical insights into the implementation of the Techno-Entrepreneurial Relationship Marketing (TERM) model as a strategic framework for enhancing the competitiveness of student entrepreneurs in Central Java. This discussion section will address the implications of the results, their alignment with prior research, and their potential contributions to the fields of entrepreneurship and marketing.

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1. Impact of Information Technology Adoption on TERM

The first significant finding is that Information Technology Adoption positively influences Techno-Entrepreneurial Relationship Marketing. This result is consistent with previous studies, such as those by Harrigan et al. (2012), which highlight the essential role of technology in supporting customer relationship management (CRM) through rapid, interactive, and personalized communication channels. In the context of student entrepreneurs, the adoption of information technology enhances their ability to efficiently communicate with customers, gather market insights, and tailor their offerings to meet dynamic customer demands. This capability aligns with the Resource-Based View (RBV) theory, which emphasizes the strategic importance of technological resources as competitive assets (Barney, 1991). Moreover, the integration of digital tools enables these entrepreneurs to expand their market reach, reduce operational costs, and improve decision-making processes, ultimately contributing to their overall marketing performance and competitive advantage.

2. Entrepreneurial Orientation and its Influence on TERM

Entrepreneurial orientation, characterized by innovativeness, proactiveness, and risk-taking, significantly impacts the effectiveness of the TERM model. This finding supports the perspectives of Lumpkin and Dess (1996), who argue that entrepreneurial orientation is a critical driver of competitive advantage in dynamic markets. For student entrepreneurs in Central Java, fostering an entrepreneurial mindset allows them to anticipate market trends, innovate their business models, and effectively respond to competitive pressures. This proactive approach is essential for sustaining business growth in highly competitive environments. Furthermore, this finding aligns with Wiklund and Shepherd (2003), who emphasized that entrepreneurial orientation not only influences the firm's internal capabilities but also its ability to exploit external opportunities for sustained growth.

3. The Role of TERM in Enhancing Interaction Proactiveness and Responsiveness Capability

The research also demonstrates that TERM significantly enhances both interaction proactiveness and responsiveness capability. This aligns with the core principles of relationship marketing, which prioritize building long-term customer relationships through proactive communication and responsiveness (Grönroos, 1994). For student entrepreneurs, these capabilities are crucial for maintaining customer loyalty and differentiating their businesses from competitors. Effective use of TERM strategies allows these entrepreneurs to engage in meaningful dialogues with their customers, anticipate their needs, and rapidly adjust their offerings based on real-time feedback. This finding is further supported by studies such as those by Sashi (2012),

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which highlight the importance of customer engagement and real-time interactions in creating mutual value and long-term business sustainability.

4. Influence of TERM on Marketing Performance

The positive relationship between TERM and marketing performance observed in this study underscores the strategic value of relationship-focused marketing in achieving superior business outcomes. This result is consistent with the findings of Yau et al. (2000) and Sin et al. (2002), who reported that relationship marketing significantly enhances business performance through improved customer retention, market share, and profitability. By integrating TERM into their marketing strategies, student entrepreneurs can strengthen their brand loyalty, reduce customer churn, and achieve better financial results, thereby enhancing their competitive positioning in the market.

5. Competitive Advantage through Enhanced Marketing Performance

Finally, the study confirms that improved marketing performance, driven by TERM, leads to a stronger competitive advantage. This finding is consistent with the work of Farida and Setiawan (2022), who emphasize that businesses that excel in customer relationship management are more likely to achieve sustainable competitive advantages. For student entrepreneurs, this means that effectively managing customer relationships through TERM not only boosts short-term sales but also establishes a foundation for long-term competitive differentiation. The ability to consistently deliver superior value to customers through innovative and responsive marketing practices is a critical factor for sustaining market leadership in competitive environments.

LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

Despite its significant contributions, this study has several limitations. First, the sample size was limited to student entrepreneurs in Central Java, which may restrict the generalizability of the findings to other regions or contexts. Future research should consider expanding the sample to include a more diverse group of entrepreneurs, including those from different educational backgrounds and business sectors. Second, the cross-sectional nature of the study provides only a snapshot of the relationships between variables, potentially overlooking long-term impacts and changes over time. Longitudinal studies could provide deeper insights into the dynamic nature of these relationships. Additionally, the reliance on self-reported data introduces the possibility of response bias, as participants may overestimate their entrepreneurial capabilities or technological adoption levels. Future studies should consider incorporating objective performance metrics and external data sources to validate findings. Finally, while this research focused on the direct impacts

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of TERM on marketing performance, it did not explore potential mediators or moderators that could influence these relationships. Future research should investigate the roles of organizational culture, market conditions, and technological readiness in shaping the effectiveness of TERM strategies.

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