# DIGITAL MARKETING AS BUSINESS PERFORMANCE DETERMINANT MEDIATED BY CUSTOMER RELATIONSHIP MANAGEMENT (CRM) IN CREATIVE INDUSTRIES OF MICRO BUSINESS IN THE 4.0 INDUSTRIAL REVOLUTION ERA IN INDONESIA

**Ernani Hadiyati, Sugeng Mulyono, Gunadi**
Gajayana University
Jl. Mertojoyo Blok L Merjosari-Malang, 65144, Indonesia
ernani_hadiyati@unigamalang.ac.id

**ABSTRACT**
Small Medium Entreprise (SMEs) contribute not only to the improvement of job vacancy and decrease poverty, but they also serve as the source of growth for export and gross domestic product (GDB). The development of industrial revolution reaches to the 4.0 industrial era. The Trade Ministry's Strategy of Making Indonesia 4.0 illustrates the trend and strategy of Indonesian SMEs in involving in the 4.0 Industry so that they can be competitive among other countries. To know and analyze the influences of digital marketing towards business performance that is mediated by customer relation management (CRM). It was qualitative one research. The research population was SMEs of creative industries producing batik crafts as excellent products in Bangkalan dan Pamekasan towns, East Java Province, Indonesia. Sample consisted of seventy (70) Small Medium Entreprise (SMEs). Sample was taken with proportional random sampling and purposive sampling. Data collection used questionnaire. Data were analyzed with Structural Equation Modeling (SEM) PLS. The result of model test of the digital-marketing influences towards business performance with the mediation of Customer Relationship Management (CRM). Implication the research result can be recommended as the consideration for the central and local governments in the empowering program for SMEs in the creative industry; and it can the consideration for SMEs in managing their business.

**Keywords:** Digital Marketing, Customer Relationship Management (CRM), Business Performance

## INTRODUCTION

The COVID-19 pandemic has had an impact on SMEs. This was shown by the fact that 82.9% MMSBs had got a negative impact and 5.9% of them experienced positive growth in their business activities (Limanseto, 2021; Hadiyati, E; Hendrasto, 2021; Ihza 2020). The shock of COVID-19 to economic conditions was different between small companies and large companies. Smaller businesses have got an impact because they lacked the ability to seize opportunities created by the crisis. This was according to Maksim Belitski et all (2021).

The current industrial revolution has come to the industry 4.0 (Vaidya, Ambad and Bhosle, 2018). Industry 4.0 has provided benefits; on the otherhand it has challenges that should be faced by SMEs. The development of the digital economy in the industrial revolution 4.0 has given a positive impact on businessmen, consumers and society. For businessmen, the positive impact was shown by the reducing operational costs so that companies were able to expand market share, get maximum profits and make it easier for them to develop their business (Murdiana and Hajaoui, 2020).

Economic digitalization then became one of the concrete evidences in the Industrial Revolution 4.0 Era, including the use of social media to support the growth of digital marketing (Rahman, Hadiyati, et al 2020; Sunardi; Sarwani; E. Nurzaman AM.; Pranoto; R. Boedi Hasmanto (2020). MMSBs need business resilience in a situation of intense competition and changes in market demand based on innovation and technology (Adhi Putra Alfian, 2014). This condition requires a way for SMEs to maintain their business performance, namely by managing relationship to customers (customer relationship marketing-CRM) (Indah & Devie, 2013; Mozaheb et al., 2015; Hoque et al., 2017a). CRM in SMEs is a way of corporate communication to find out customer needs (Amir Mozaheb et all., 2015). Companies today need technology to build innovations to attract the

customers. Taherpor & Taibi Toolo, (2010) research result stated that there is a strong relationship between market performance and CRM. The purposes of the study is to identify and analyze the effect of digital marketing on business performance through customer relationship management (CRM) mediation.

## LITERATURE REVIEW

### Digital Marketing

Digital marketing is a marketing effort and business practice using technology to market services , goods, information, and ideas from the Internet, display ads, cell phones, and other of electronic medias (Pradhan, P.; Nigam, D.; Ck, T, 2018; Wilson, V.; Macau, C., 2018). From a customer perspective, one can explain that the use of technology has influenced consumer behavior and decision making (Chinje, N.B. Harnessing, 2015; Voramontri, D.; Klieb, L.(2019). The use of technology encourages businesses to adopts technology of digital to focus more on customers on business growth (Nagy, J.; Oláh, J.; Erdei, E.; Máté, D.; Popp, J., 2018). Customers gain access to services  and goods through information where shared on digital platforms such as email, affiliate marketing, social media, search engines, mobile marketing, and digital advertising ( Saura, J.R. et all.,( 2021); Ahene Djan, V. (, 2022); Colomo-Palacios, R.; Soto-Acosta, P.; Ramayah, T.; Russ, M, 2013) The importances of digital marketing serves as a tool to reach the target audience, to increasing sales turnover and brand loyalty (Hudak, M.; Kianičková, E.; Madle ̌nák, R., 2017); and this can improve the performance of SMEs (Mechman Ali et al, 2021). Utomo et al (2021) explain that digital marketing is a key to retaining customers, competitiveness, and sustainable business performance.

### Customer Relationship Management (CRM)

Strengthening customer relationships can help SMEs to maintain their performances (Indah et al., 2013; Mozaheb et al., 2015; Hoque et al., 2017). The Customer of relationship-oriented sales requires sellers to gather customers' information to create of value toward for profitability (Reijonen & Laukkanen, 2010). Kocoglu and Kirmaci (2012), Mozaheb et al. (2015) explain that business can sustain by having loyal customers and building customer relationship management (CRM). Siti Hajar Mohamad et al (2014) state that customer relationship management is determined by: customer focus, knowledge management, relationship marketing, technological resources. CRM has focused on the establishment, maintenance, and enhancement of long-term relationships with customers (Srivastava et al., 1999).

Customer relationship management functions to create long-term business performance and customer loyalty by combining digital technology and marketing strategy (Clay and Maite, 1999). CRM is a company's way of understanding and influencing customer behavior by carrying out effective interactions in an effort to increase customer attraction, retention, loyalty (Al-Weshah, et al., 2018; Soltani, et al., 2018; Ngai, 2005). The CRM process in MMSBs will encourage company to be successful in achieving goals and improving performance of organizational (Al-Weshah, et al., 2018; Rafiki, et al., 2019).

### Business Performance

The business performance illustrates a company's potential when adapting to changes the market of environment consisting of competitors, customers, and other forces witch can change the direction of business activities (Rekarti and Doktoralina, 2017). Factors that support good business performance are proper management, marketing strategy and good financial planning (Halim et al., 2011). The assessment of the performance of SMEs covers three aspects: profitability, productivity, and market according to Sánchez & Marin (2003). Business performance of the aspect of profitability can be seen from point view of achieving financial goals, while the aspect of productivity is based on business activities to meet the needs and wants of customers, as well as the level of employee productivity. Business performance from the market aspect can be seen from the achievement of product sales, market position and market share. Rajesh K Singh and Suresh K. Garg (2008) define that

the performance of SMEs includes: level of sales; creating of jobs; level of business stability; level of profit; contribution to development or improvement of society; organizational growth; industrial leadership or market control; income for the family; low operational expenses. Septiani, Sarma, Limbong (2013); Hajar (2015) in measuring business performance use indicators: profit growth, sales growth, revenue growth, asset growth, and increased customer focus.

## METHODS

This research used quantitative methods, namely research that focuses on the analysis of numerical data (numbers) from respondents' answers, which was processed with a statistical approach. Quantitative research was carried out in inferential research as the basis for a decision to accept or reject the research hypothesis.

The research population was SMEs of batik craft in Bangkalan and Pamekasan regions in East Java Province, Indonesia. The research sample was determined by Slovin (Yamane, Taro, 1967), with total number of 70 entrepreneurs, and the sample was determined by purposive sampling. Digital marketing was measured by indicators: information, image display, visualization, helping consumers go online, communication, payment systems, visitor records, product search. CRM was measured by: focus on customers, knowledge management, marketing relations, and technological resources. Business performance was measured by: sales growth, growth in the number of customers, growth in work force absorption, profit growth.

The measuring of respondents' answers was done with a Likert scale using a range of the answers, namely: (1) strongly disagree, (2) disagree, (3) neutral, (4) agree, and (5) strongly agree. Data analysis used PLS Structural Equation Modeling (SEM) represented by Smarth PLS and PLS Graph software. Solimun, Achmad, Adji. RF, Nurjannah. (2017) explain that the criteria to select the SEM-PLS analysis tool are: (1) Research is in the nature of expanding theory, identifying the main determining variables or predicting certain constructs; (2) There is a formative construct; (3) There is no reciprocal relationship; (4) It does not require a large sample size; and (5) The scale of data measurement can be nominal, ordinal, interval and ratio. (6) carried out by resampling method$\lambda$ , and $\gamma$, $\beta$ for Hypothesis testing (bootstrap).

## RESULTS

### Respondent Characteristics
The characteristics of the respondents by gender showed that there were 34 (48.6%) male persons and 36 (51.4%) who were female persons. Characteristics of respondents viewed from the age factor show that respondents aged 25-30 years were amounted to 2 (2.9%) people; people aged 31-35 years were total 11 (15.7%) people, people aged 36-40 years were total 20 (28.6) people, people aged 41-45 years were amounted to 15 (21.4%) people; people aged 45-50 years were amounted to 17 (24.3%) people; and people aged more than 50 years were amounted to 1 (1.4%) person. Characteristics of respondents that were seen from their last education showed that 21 (30.0%) of respondents had primary school education, 20 (28.6%) of junior high school, 24 (34.3%) of high school/vocational school, 2 (2.9%) D3 people and S1 amounted to 3 (4.3%) people. The characteristics of the respondents as seen from the length of business indicated that 10 respondents (14.3%) had owned a business for less than 5 years. and those who were more than 5 years amounted to 60 (85.7%) people.

### Result of SEM Analysis
This study conducted measurement of structural model testing (inner model) and model testing (outer model). The measurement model tests to ensure of the measured construction is valid and reliable.

**Analysis of measurement model (outer model)**
Evaluation of measurement model (outer model) according to the results of calculating construct validity (convergent test), which is known from the value of the reliability and the loading factor of a construct, each test result is explained as follows:

**Construct Validity Test (Convergent Test)**
Evaluation of the results of construct validity used convergent validity test. The results of convergent validity can be seen from the value of loading factor. If loading factor are above 0.5 or the p-value is less than 0.05, it means, the convergent validity of the instrument is met.

**Table 1.** Convergent Validity Test Results

| Latent Variable | Observed Variable | All Indicators | | After invalid indicators were deleted | |
|---|---|---|---|---|---|
| | | *Loading Factor* | *p-value* | *Loading Factor* | *p-value* |
| Digital Marketing | X1 | 0.620 | 0.000 | 0.621 | 0.000 |
| | X2 | 0.536 | 0.000 | 0.536 | 0.000 |
| | X3 | 0.562 | 0.000 | 0.563 | 0.000 |
| | X4 | 0.564 | 0.000 | 0.566 | 0.000 |
| | X5 | 0.505 | 0.000 | 0.507 | 0.000 |
| | X6 | 0.584 | 0.000 | 0.585 | 0.000 |
| | X7 | 0.708 | 0.000 | 0.709 | 0.000 |
| | X8 | 0.669 | 0.000 | 0.669 | 0.000 |
| | X9 | 0.684 | 0.000 | 0.683 | 0.000 |
| | X10 | 0.680 | 0.000 | 0.679 | 0.000 |
| | X11 | 0.676 | 0.000 | 0.675 | 0.000 |
| | X12 | 0.779 | 0.000 | 0.778 | 0.000 |
| Customer Relationship Management (CRM) | Z1 | 0.385 | 0.005 | 0.385 | 0.005 |
| | Z2 | 0.490 | 0.003 | 0.490 | 0.002 |
| | Z3 | 0.542 | 0.000 | 0.543 | 0.001 |
| | Z4 | 0.533 | 0.001 | 0.532 | 0.002 |
| | Z5 | 0.694 | 0.000 | 0.694 | 0.000 |
| | Z6 | 0.793 | 0.000 | 0.794 | 0.000 |
| | Z7 | 0.108 | 0.530 | | |
| | Z8 | 0.200 | 0.291 | | |
| | Z9 | 0.578 | 0.000 | 0.579 | 0.000 |
| | Z10 | 0.554 | 0.000 | 0.553 | 0.000 |
| | Z11 | 0.634 | 0.000 | 0.635 | 0.000 |
| | Z12 | 0.548 | 0.000 | 0.547 | 0.000 |
| Performance | Y1 | 0.784 | 0.000 | 0.783 | 0.000 |
| | Y2 | 0.755 | 0.000 | 0.756 | 0.000 |
| | Y3 | 0.812 | 0.000 | 0.812 | 0.000 |
| | Y4 | 0.875 | 0.000 | 0.875 | 0.000 |

**Source: processed data**

The testing results of the validity of the indicators/constructs with the convergent test (Table 1), one can know through the value of loading factor, and the indicators of a research variable are declared statistically significant or valid in forming or measuring variables if the loading factor is ≥ 0.5 or p-value <0.05. In Table 1 there are indicators that are invalid because the p-value > 0.05, namely the 7th and 8th indicators of the Customer Relationship Management (CRM) variable. To get test results for all valid indicators, the two indicators need to be removed and tested for validity again.

**b. Reliability Test**

The reliability test will obtain the results of the indicators reliability value on a variable tested through composite reliability. The Cronbach's alpha and composite reliability values of the research variables are listed in Table 2 as follows:

**Table 2**. Result of The Reliability Test

| Latent Variable | Cronbach's Alpha | Composite Reliability |
|---|---|---|
| Digital Marketing | 0.869 | 0.889 |
| Customer Relation Management | 0.778 | 0.834 |
| Performance | 0.823 | 0.882 |

**Source: processed data**

A variable indicator is said reliable if the Cronbach's Alpha and composite reliability are met. In Table 2 above, the reliability test on latent variables shows that the Cronbach's alpha and composite reliability values of all variables are > 0.6. Then the indicators of all variables are said to be reliable and can be continued to the next analysis.

**2. Analysis Structural Model (inner model)**

Analysis or evaluation of the structural model is carried out by evaluating the coefficient of determination and testing the hypothesis. The following is the structural model in this study.

**Figure 1. Result of Research Structural Model**
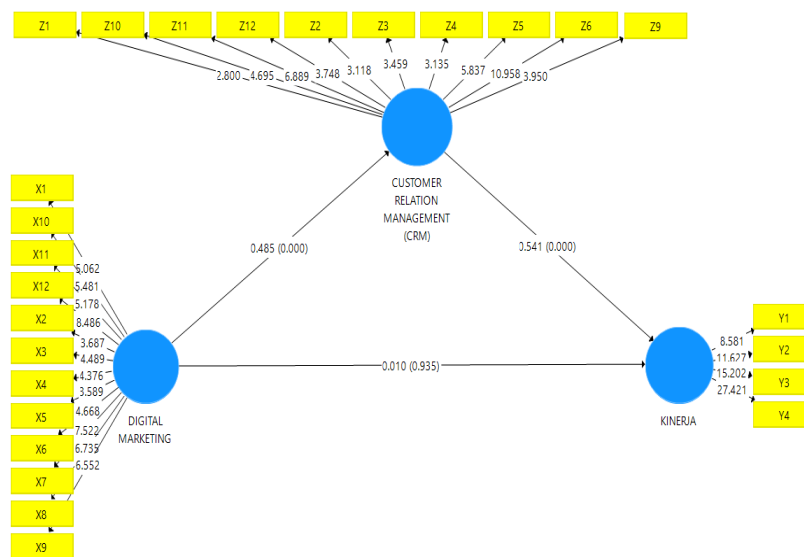


**Source: processed data**

**a. Coefficient of Determination (R2)**

The determination coefficient or (R2) was used to measure ability of observational variables to explain the diversity of latent variables. R square was used for endogenous variables that are influenced by variable of one exogenous. Adjusted R Square was used for endogenous variables that are influenced by more than one exogenous variable. According to Chin W. W (1998), if R2 > 0.19 means the strength of the model is less or weak, if R2 > 0.33 means the strength of the model is medium or moderate and if R2 > 0.67 means the model is strong. The results of R2 are showed at Table 3 as follows:

**Table 3.** Coefficient of The Determination (R2)

| Model | R Square | R Adjusted Square |
|---|---|---|
| Customer Relation Management (CRM) ( Digital Marketing → CRM) | 0.235 | 0.224 |
| Performance (Digital Marketing, CRM → Performance) | 0.298 | 0.277 |

**Source: processed data**

In Table 3, one can see the CRM variables diversity can be explained by all Digital Marketing variables of 23.5% and the remaining 76.5% is the contribution of other variables are not included in model. Second, the diversity of Business Performance variables are explained in the overall Digital Marketing and Customer Relations Management (CRM) variables of 27.7% and the remaining 72.3% is the contribution of other variables are not in the research model. The results of the adjusted R-square test show that the strength of all models is in the less strong category (R2 > 0.19). This is due to other variables not discussed in this research model which actually also affect Customer Relation Management and business performance.

**b. Hypothesis Test**
The significance test was used to test about whether there was influence of the independent variables on the dependent variable. The testing criterion used alpha or an error rate of 5% that if that the T-statistics value is ≥ T-table (1.96), or the P-Value is <0.05, then it is stated, there is significant influence of the independent variables on the dependent variable. The following are the results of the hypothesis test for direct and indirect effects.

**Table 4**. Result of *Direct Effect* and *Indirect Effect*

| Direct Effect | Coefficient | T tatistics | P values | Explanation |
|---|---|---|---|---|
| DigitalMarketing → Customer Relation Management (CRM) | 0.485 | 6.006 | 0.000 | Significant Influent |
| Digital Marketing → Business Performance | 0.010 | 0.081 | 0.935 | Insignificant Influence |
| Customer Relation Management (CRM) → Business Performance | 0.541 | 5.139 | 0.000 | Significant Influence |
| **Indirect Effect** | | | | |
| Digital Marketing → Customer Relation Management ( CRM) → Business Performance | 0.262 | 3.452 | 0.001 | Significant Influence |

**Source: processed data**

## DISCUSSION

This study aims to analyze and find out the direct and indirect the relationship variables effects. The direct effect results of the hypothesis test are as follows:
Hypothesis 1, namely the influence of digital marketing on Customer Relation Management (CRM). The test results showed in Table 4 can be seen that T statistics (6.006) > 1.96 and p-value (0.000) < alpha (0.05). This can be explained, there is a significant influence

between digital marketing on Customer Relation Management (CRM) in SMEs. The coefficient of the digital marketing variable on Customer Relation Management (CRM) is 0.485, this means that digital marketing has a positive also significant effect of Customer Relation Management (CRM). If digital marketing is getting better, the management of relationships with customers is getting better. The results of this study are in line with the research of Chotipong Sansern, Supaprawat Siripipatthanakul, Bordin Phayaphrom (2022) who conducted research on SMEs in Thailand explaining that digital marketing has positive effect on business performance.

Hypothesis 2, namely the effect digital marketing on business performance. From the test results in Table 4, it can be seen that T statistics (0.081) < 1.96 and p-value (0.935) > alpha (0.05). This means that there is no significant influence between digital marketing on SMEs business performance. The study results aren't in line with research of Mohammed T. Nuseira, Ahmad Aljumahb (2020) who conducted research on SMEs in the United Arab Emirates explaining that digital marketing have a positive effect on business performance. Yongvongphaiboon, P.; Chantamas, M. (2021), from the results of his research on SMEs in Thailand, explains that digital marketing communications can improve business performance. But the study results are in line with research Bade Sudarshan Chakravarthy, Uma Rani, K. Karunakaran (2022) explains that digital marketing has no effect on business performance. MMSB entrepreneurs in this study have not optimally applied digital marketing to market their products. This is because the lack of knowledge of technology or social media will have an impact on digital marketing that has not had an impact on business performance.

Hypothesis 3 is the influence of the Customer Relations Management (CRM) on business performance. In the test results on t Table 4, one can see that T statistics (5.139) > 1.96 and p-value (0.000) < 0.05. This can be explained that there is a significant influence between Customer Relation Management (CRM) on business performance in SMEs. The coefficient of the variable Customer Relations Management (CRM) on performance is 0.541, this means that Customer Relations Management (CRM) have positive effect on business performance in the SMEs. If the management of relationships with customers is getting better, it will make business performance increase. The study results are in accordance with Amir Mozahab's research; Ardakani & Alamolhodaei; (2015) explains that CRM has a positive and significant effect on business performance. And also in line with Alqershi's et al (2020), Al-Weshah et al., (2018) explains that implementing CRM effectively and efficiently will significantly improve company performance, especially financial, marketing or operational performance.

Hypothesis 4, namely the effect of digital marketing on performance through Customer Relation Management (CRM). The test results on table 4 can be seen that T statistics (3.452) is > 1.96 and p-value (0.001) < 0.05. This can be explained that there is a significant influence between digital marketing on performance through Customer Relation Management (CRM) in SMEs. The coefficient of digital marketing variables on business performance through Customer Relation Management (CRM) is 0.262, this means that digital marketing have a positive effect in performance through Customer Relation Management (CRM) in SMEs. If digital marketing is getting better, the management of relationships with customers is getting better, which has an impact on performance that is also getting better. The study results are in line with research of Nuseir and Refae (2022) that digital marketing has a significant effect on business performance through Customer Relation Management (CRM).

## CONCLUSION

According to the results of data analysis research using the Structural Equation Model (SEM), one can conclude that: first, there is a direct effect of Digital Marketing on Customer Relation Management (CRM) and Customer Relation Management (CRM) on Business Performance. Second, there is an indirect effect of digital marketing on business performance through Customer Relation Management (CRM) for SMEs.

**LIMITATION**

This study has limited generalization of research results for creative industry SMEs in general because the research population is limited to SMEs in the creative industry of batik crafts in a limited area.

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