Market performance of SMEs in the creative economy and the mediating role of innovation practices

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Market performance of SMEs in the creative economy and the mediating role of innovation practices

Abstract. Nowadays in Indonesia, the creative economy is currently expected to a new power that will be the Indonesian economic foundation in the future. The primary aim of this article is to investigate the market and the SMEs' performance in the creative economy section and the mediating role of innovation practices until the year 2021. To meet that aim, the analysis technique called Structural Equation Modeling (SEM) assisted by AMOS 21 software is utilized through the survey of 300 SMEs. Structural Equation Modeling (SEM) is an integrated of factor or path investigation. The result of this study reveals that the most important factor that can improve the SMEs' performance in the creative economy sector is innovation practices.

Keywords: Market Orientation; Economy; Structural Equation Modeling; SMEs; Performance
JEL Classifications: E24; G10
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Анотація
Основна мета статті – дослідити ринок і роботу МСП у секторі креативної економіки та посередницьку роль інноваційних практик до 2021 року. Під час проведеного нами опитування використовується програмне забезпечення AMOS 21. Моделювання за структурними рівняннями (SEM) є інтегрованим дослідженням факторів або шляхів у нашій роботі. Результати дослідження показують, що найважливішим фактором, який може покращити роботу МСП у секторі креативної економіки, є інноваційні практики.
Ключові слова: ринкова орієнтація; економіка; моделювання структурних рівнянь; ефективність МСП; інновація.

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Аннотация
Основная цель статьи – исследовать рынок и работу МСП в секторе креативной экономики и посредническую роль инновационных практик до 2021 года. В ходе проведенного нами опроса используется программное обеспечение AMOS 21. Моделирование по структурным уравнениям (SEM) является интегрированным исследованием факторов или путей в нашей работе. Результаты исследования показывают, что важнейшим фактором, который может улучшить работу МСП в секторе креативной экономики, являются инновационные практики.
Ключевые слова: рыночная ориентация; экономика; моделирование структурными уравнениями; эффективность МСП; инновация.

1. Introduction

The Indonesian agency of creative economy recorded that, in 2019, the growth of the creative economic business was 5.95% that was higher than the national business growth in Indonesia of 3.02% only. Meanwhile, from the perspective of GDP (Gross Domestic Product), within the period of 2013-2018, the value of Gross Domestic Product for creative economy increased by 10.14% on average per year, namely from 525.96 trillions in 2013 to 852.24 trillion in 2018. Even, the Indonesian Creative Economy Agency recorded that the Indonesian Gross Domestic Product for the creative economy has reached 1,000 trillion since 2020 that made the creative economy sector be one of the biggest contributors to GDP. According to the Ministry of Tourism and Creative Economy, the contribution of GDP for the creative economy above was in the several primary economic sectors, such as finance, real estate, and some service sectors. Nevertheless, the SMEs in these sectors also face the same performance issue as that of Indonesian SMEs in general. The Indonesian Central Bureau of Statistics recorded that 34% up to 35% of the SMEs in the creative economy sector dealt with a problem related to marketing and demand, and around 92.56% of them had an income of below 300 million rupiahs on average per year (Riswanto et al., 2020; Javed et al., 2021).

Certainly, many factors affect the business performance of a company as shown by Gavrea et al., (2011), stating that business performance is affected by the company's external environment (consumers, suppliers, competitors, and the business uncertainty) and the company's internal environment (structure, leadership, quality, information technology, human resources, strategy, innovation and development, and corporate governance). However, the factors that are considered to affect the current SMEs' performance are the factor of market and industry marked by the more competitive business environment and uncertain market. This statement is enhanced by Ropega (2011), stating that the most influential cause for the failure of SMEs is the action done by their customers, competitors, and suppliers. Hence, one of the solutions that can be performed by SMEs is adopting the market orientation through three components inside it, namely customer orientation, competitor orientation, and interfunctional coordination (Sawaean & Ali, 2020).

2. Brief Literature Review

2.1. Business Performance

Performance can be a way to assess a quality or both individual and collective efforts. Meanwhile, in management science, performance can be defined as an achievement towards the purpose of organizational unity that is communicated to the stakeholders (March & Sutton, 1997; Javed et al., 2021). The grand theory underlying the development of company performance theory is the theory of company growth (Penrose & Pitelis, 2009), stating that each company is created with unique resources to achieve growth through a dynamic process. Nevertheless, in the reality, some companies successfully grew and some of them were failed to grow. Therefore, the theory of resource-based View (RBV) tries to answer from the perspective of company's internal resources (tangible and intangible), and the way the company exploits the internal resources to make it difficult to be plagiarized by other companies.

2.2. Market Orientation

The theory of market orientation started to develop when Kohli & Jawarski (1990) introduced the concept related to the importance do information distribution to all functions of a company about all effects of purchasing so that the internal decision making can be coordinated well, strategic, and tactical with full of commitment. Nevertheless, in the development, two ideas have a big contribution to the theory of market orientation, namely the ideas by Narver & Slater (1990). Narver & Slater (1990) defined market performance as a culture to make an excellent value for customers through three behavioral components, namely customer relation, competitor, and the coordination among functions, while Kohli & Jawarski (1990) relied on the information including three components; first, collecting market information based on the current customer need and environmental factor; second, the collected information should be officially announced among the same organizational institutions; and three, developing and applying a new strategy.

2.3. Innovation Practices

A concept stating the importance of innovation and entrepreneurship for economic growth through the increase in competitiveness is introduced by Schumpeter (1934) for the first time. Furthermore, he defines innovation as an internal and continuous mutation process of the industry to create something new. However, since the concept is introduced by Schumpeter up until now, there is no global consensus related to the accurate definition of innovation. It results in the emergence of many definitions related to innovation. Popa et al. (2010) recorded, at least, 17 definitions of innovation since Schumpeter introduced the concept for the first time. In 2005, OECD & Eurostat published the Oslo Manual defining innovation as an implementation of a new thing or the significant increase of a product (goods or services), or process, new marketing method, or a new organizational method in business practices, workplace organization, or external relationship. Since being published in 2005, these definitions have been referred to by the researcher in the following years. The same source also contains a topic related to the definition of innovation that all scientific steps involving technology, organization, and finance, and commercial steps are intended to implement innovation (OECD & Eurostat, 2005; Riswanto et al., 2020; Javed et al., 2021).

2.4. Innovation Barriers

Innovation has been recognized as an important contributor to economic performance and the sustainability of a company since a long ago; however, many companies that potentially be innovative keep rejecting to involve in the innovation activity, or they cannot be innovative even though they have a willingness to do so. It happens due to several obstacles they face related to several factors, such as their resources. Small and Medium Enterprises (SMEs) will face relatively more barriers to be innovative than big companies because they lack internal resources and skills. This is the reason why more emphasis is given to SMEs in learning their obstacles to be an innovative company. From the existing literature, no one defines the issue related to obstacles to be innovative; however, Holzl & Janger (2014), at least, indirectly stated that the obstacles are related to the perception toward the factors that can inhibit the innovation behavior in a company.

From the literature review and the analysis of previous studies, the following research framework can be developed as seen in Figure 1.

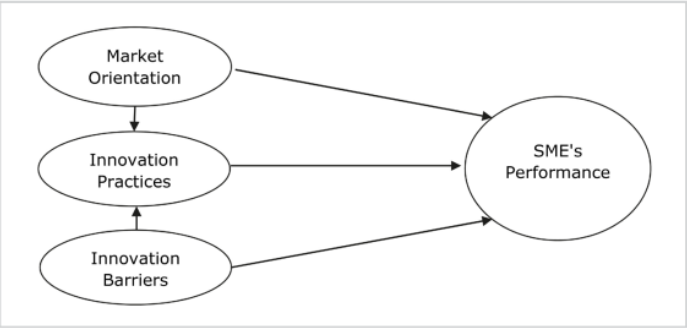

Figure 1:
Research framework
Source: Compiled by the authors

3. Method

3.1. Analysis Techniques

The analysis technique used here was SEM assisted by AMOS 21 software. The SEM approach is a integration of the factor or path investigation (Sawaean & Ali, 2020).

3.2. Measurement

This study used a 5-point Likert scale as the research instrument to collect relevant data or information related to the research topic that would be conducted. The respodents were given some questions or statements related to their opinion against the appropriateness of the condition they experienced to the given questions/statements based on the indicators used for the measurement of each variable. For positive questions/statements, the response with score 1 showed a strongly inappropriate scale, and score 5 showed a strongly appropriate scale. Meanwhile, for negative questions/statements in obstacles to innovation, score 1 showed a strongly appropriate scale, and score 5 showed a strongly inappropriate scale. Meanwhile, for the measurement indicator, the variable of performance used a 5-item measurement suggested by Hudson et al. (2001), namely quality, time, financial, consumer satisfaction, and human resources. The variable of innovation practices used a 2-item measurement by Karabalut (2015), namely product innovation and process innovation. Market orientation used a 2-item measurement adopted from Narver & Slater (1990), namely customer orientation and competitor orientation. Finally, for obstacles to innovation, it used a 3-item measurement, namely obstacles to creativity, obstacles to organization (Comtesse et al, 2002; Riswanto et al., 2020).

3.3. Data Collection Method and the Demographic Profile of the Respondents

Some experts have different opinions related to the sample size to be used for the study that uses the structural equation model (SEM). A literature study conducted by Siddiqui (2013) showed that, in general, the sample size for structural equation modeling (SEM) was between 200 to 400 samples for the model with 10 to 15 indicators. Based on the two opinions above and the use of 12 indicators in this study, the sample sized for this study was 300 units of SMEs in the creative economy sector taken using a non-probability sampling technique, or rather convenience sampling and snowball sampling (Table 1).

4. Results

4.1. The Analysis of Measurement and the Structural Model

Structural Equation Modeling (SEM) is constructed from two models, namely, measurement model and structural model, that should be tested on the feasibility. For the measurement model (Table 2), the feasibility test was conducted using the confirmatory factor analysis (CFA) to test the reliability and validity of the model. The value of Construct Reliability for each construct was between 0.720 to 0.963 which was higher than the required limit, namely 0.70 (Lee et al., 2005). Meanwhile, the collected variance extracted value was between 0.563 and 0.839 which was higher than the required limit, namely 0.50 (Wu et al., 2007; Riswanto et al., 2020).

Table 1:
Demographic Information of the respondents

Category	Total	%	Category	Total	%
A. Personal Demography			**Business Sub-sector**		
Sex			Applications & Game Developer	10	3.3
Male	175	58.3	Architecture	11	3.7
Female	125	41.7	Interior Design	28	9.3
Age (y.o.)			Visual Communication Design	13	4.3
< 30	97	32.3	Fashion	42	14.0
31 - 50	192	64.0	Craft	45	15.0
>50	11	3.7	Culinary	106	35.3
Education			Publishing	5	1.7
Elementary School	2	0.70	Advertising	19	6.3
Junior High School	3	1.00	Performance Art	8	2.7
Senior High School	115	38.30	Visual Art	3	1.0
Diploma	19	6.30	Video and Photography	10	3.3
Undergraduate	141	47.00	**Annual Turnover* (USD)**		
Graduate	18	6.00	20.708,55 – 171.998,89	286	95.3
Postgraduate	2	0.70	>172.413,79 – 3.448.275,86	14	4.7
B. Business Demography					
Business Age					
< 5 Years	141	47.0			
5-10 Years	102	34.0			
11-15 Years	30	10.0			
16-20 Years	18	6.0			
> 20 Years	9	3.0			

Note: * -1 USD = 14,500.00 IDR.

Source: Compiled by the authors

Table 2:
Measurement Model Investigation

Factors	Standardized loading
Market performance (CR = 0.908, AVE = 0.832)	
Customer condition	0.933
Competitor condition	0.891
Obstacles to Innovation (CR = 0.804, AVE = 0.580)	
Obstacles to Creativity	0.694
Obstacles to Organization	0.873
Obstacles to Environment	0.704
Innovation Practices (CR = 0.720, AVE = 0.563)	
Product Innovation	0.764
Process Innovation	0.736
SMEs Performance (CR =0.963, AVE = 0.839)	
Quality	0.901
Time	0.975
Financial	0.872
Consumer satisfaction	0.925
Human Resources	0.905

Notes: CR - Composite Reliability; AVE - Average Variance Extracted.

Source: Compiled by the authors

After ensuring the feasibility of the measurement model, the next step is ensuring the feasibility of the structural model by using the Goodness of Fit test. The result of the Goodness of Fit test can be seen in Table 3.

From Table 3, it is known that all values of the Goodness of Fit index that have been obtained fulfill the required value based on the reference source that is used. Thus, it can be inferred that the structural model is fit.

Table 3:
The Result of the Goodness Fit Test

Index	The research Model	Required
Chi-square (X2)	115.431	
Degree of freedom (DF)	45	
Probability (p)	0.000	
GFI	0.943	≥ 0.90
RMSEA	0.072	< 0.075
X2/df	2.565	< 4.00
TLI	0.966	≥ 0.80
NFI	0.963	≥ 0.80
CFI	0.977	≥ 0.85

Source: Compiled by the authors

4.2. The Result of the Direct Effect Test

This study had 5 hypotheses related to the direct effect test, starting from H1 to H5. The result of the test for the five hypotheses is summarized in Table 4.

From Table 4, it is known that the effect of market orientation on the SMEs' performance shows a significance level (p - value) of 0.211. Since the significance level is more than 0.05, it can be inferred that H2 is rejected or not supported, similarly for H4. Meanwhile, for H1, H3, and H5, since the significance level is less than 0.05 it can be inferred that those three hypotheses are accepted or supported. For the effect of market orientation on innovation practices, it is known that the path coefficient is positive, indicating that market orientation positively and significantly influnces innovation practices, similarly for the effect of obstacles to innovation on the SMEs' performance. Meanwhile, for the effect of obstacles to innovation on innovation practices, it is known that the path coefficient is negative, indicating that obstacles to innovation negatively and significantly affect innovation practices.

Table 4:
The Direct analysis

	Path	Coeff.	CR	Std. Error	P-Value	Results
H1	Market Orientation – Innovation Practices	0.425	2.950	0.064	0.003	Supported*
H2	Market Orientation – SMEs' Performance	-0.260	-1.252	0.248	0.211	-
H3	Innovation Barriers – Innovation Practices	-0.353	-2.354	0.074	0.017	Supported*
H4	Innovation Barriers – SMEs' Performance	0.381	1.821	0.278	0.069	-
H5	Innovation Practices – SMEs' Performance	0.984	3.257	0.679	0.001	Supported*

Note: * - Sig. Value $p < 0.05$.

Source: Compiled by the authors

4.3. Result of indirect effect test

The indirect effect test was conducted using the Sobel test, and the result is summarized in Table 5.

From the calculation of the Sobel calculator, as shown in Table 5, it is known that a p - value is 0.029. With a p - value that is less than 0.05, it can be inferred that there is a mediating role of innovation practices in the relationship between market orientation and the SMEs' performance. Hence, H6 is accepted or supported. It was obtained an indirect effect of innovation barriers on the SMEs' performance. Meanwhile, with a p - value of more than 0.05, it can be inferred that there is no mediating role of innovation practices in the relationship between innovation barriers and the SMEs' performance at a significance level of 5%. Therefore, H7 is rejected or not accepted.

Table 5:
The Result of the Sobel analysis

Hypothesis	Path	T Statistics	Std. Error	P Value
H6	Market Orientation – Innovation Practices – SMEs' Performance	2.182	0.191	0.029
H7	Innovation Barriers – Innovation Practices – SMEs' Performance	-1.914	0.202	0.056

Source: Compiled by the authors

5. Conclusion

The current research is based on to re-confirm the relationship between market and the SMEs' performance from the perspective of SMEs in the creative economy section, and it was approved that market performance does not affect the SMEs' performance in the creative economy sector directly, but it can be effective through mediation by innovation practices. Theoretically, the result has several implications. First, the result of this study can help the resource-based view (RBV) theory to answer the question, namely, why most companies can grow and others cannot. The answer is that it is based on the company's intangible resources. The deliberated intangible resources are certainly the capacity of the company's human resources in discovering ideas for innovation, and the capacity of the company's human resources to practice the innovation. Second, the result of this study finds that the only generic competitive strategy that can help the SMEs in the creative economy sector improve their performance is product differentiation, and it can be realized through innovation practices. Third, the result of this study proves that innovation practices can mediate the empirical conflict of the outcomes of literature review related to the impact of market on business conditions. Fourth, another contribution for the theory is obstacles to innovation that needs to consider the factors from

entrepreneurship perspective in measuring the obstacles to innovation. This needs to be performed concerning these obstacles are unique for each entrepreneur, and they can also be controlled fully by a company. On the other hand, this study has limitations that can be a reminder for the next researchers. One of the limitations stated before is the process of data collection in the form of a questionnaire conducted during the COVID-19 pandemic disease that is happening. It can reasonably be expected that the answers given by the respondents are affected by the emotional condition during the emerging outbreak, so there will be a possibility that the result has deviated from the existing theory.

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