

Relationship between customer Management Micro, Small and Medium Enterprises (MSMEs) and marketing performance in Banten

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Article History

Received on 4 March 2024

1st Revision on 19 March 2024

1st Revision on 4 April 2024

Accepted on 18 April 2024

Abstract

Introduction: The current economic crisis in Indonesia, micro, small, and medium-sized enterprises (MSMEs) have proven to be very resilient. When expanding a nation's economy, micro, small, and medium-sized businesses (MSMEs) play a crucial and vital role, so that's why the researcher want to know about The aim of this research is to see the influence of customer relationship quality on the marketing performance of MSMEs.

Research methodology: Sampling from food and beverage MSMEs in Banten province. The sample size was 209 respondents. Data collection using a questionnaire with direct interviews with respondents. Secondary data was obtained from BPS Banten Province. analysis technique using the SEM method

Results: There is a relationship between Micro, Small and Medium Enterprises (MSME) Customer Management and Marketing Performance with a p value above 0.05.

Limitations: This research was only conducted in Banten Province with the characteristics of food and beverage entrepreneurs who were assisted by the Banten Provincial Industry and Trade Office, so similar research is possible in food and beverage businesses that are not assisted by the Banten Provincial Industry and Trade Office

Contribution: This research empowers food and beverage MSME groups through a communication forum, to facilitate the delivery of communication and coordination in coaching.

Novelty: This study is one of the first to discuss Management Micro, Small and Medium Enterprises (MSMEs) and Marketing Performance perceptions of sustainability issues in the Indonesian context.

Keywords: Customer Management, Micro, Small and Medium Enterprises (MSMEs), Marketing Performance

How to Cite: Suherna, S., & Nasiatin, T. (2024). Empowering local communities engagement: Rural tourism and business innovation for SDGs desa. *Journal of Sustainable Tourism and Entrepreneurship*, 5(1), 45-56.

1. Introduction

Micro, small, and medium enterprises play a vital and significant role in the economic progress of a country, and this is true for both emerging and established countries. Businesses classified as micro, small, and medium enterprises can enhance job opportunities and offer a wide range of economic services to the community. These businesses also have the potential to contribute to the process of equalization, as well as to boost community revenue and foster economic expansion. Due to its capacity to drive the economic activities of the Indonesian people and become the primary source of income for many people, the empowerment of the micro, small, and medium-sized enterprise sector is very

strategic. This is because it has the potential to improve the prosperity of life. During The current economic crisis in Indonesia, micro, small, and medium-sized enterprises (MSMEs) have proven to be very resilient. The ability of micro, small, and medium-sized enterprises (MSMEs) needs to be empowered and strengthened continually by making an effort to minimize the restraints that MSMEs face. This would allow MSMEs to make the most significant possible contribution to the improvement of the welfare of the community.(Halim, 2020)

Because it can make a significant contribution, particularly in employment, the micro, small, and medium-sized enterprise sector cannot be deemed a minor role; efforts that can be made to ensure that micro, small, and medium-sized enterprises (MSMEs) are competitive include collaboration with major corporations or with other MSMEs, the utilization of appropriate technology, and ongoing innovation. When expanding a nation's economy, micro, small, and medium-sized businesses (MSMEs) play a crucial and vital role.(Sarfiah, Atmaja, & Verawati, 2019) This is true for both developing and developed nations. The ability of micro, small, and medium-sized enterprises (MSMEs) needs to be continually empowered and strengthened by trying to remove the restraints they are now facing. This would allow them to significantly contribute to improving the community's welfare. Unlike major corporations, micro, small, and medium-sized enterprises (MSMEs) require the most significant labor. (Bappenas RI, 2023)The fact that micro, small, and medium-sized enterprises (MSMEs) can participate in the development of the national economy demonstrates that they have the potential to be developed in Indonesia.(Halim, 2020)

The Secretariat Economic Capacity Building Policy Team establishes the parameters for Micro, Small, and Medium Enterprises (MSMEs) as industrial entities employing less than 100 individuals.(TNP2PK & LDFEB-UI, 2021) Secretariat Economic Capacity Building Policy Team classifies sectors into four industry groupings based on the personnel count as follows: The classification of industries is as follows: (1) micro-industries with 1 to 4 employees; (2) small industries with 5 to 19 employees; (3) medium industries with 20 to 99 employees; (4) significant industries with 100 or more people. Describes the financial characteristics of Indonesian small entrepreneurs: (1) Initiating a small business with minimal capital and limited owner expertise. (2) Seeking financial support from banks. (3) Facing challenges in obtaining loans from banks due to limited collateral, inadequate proposals, and other factors. (4) Absence of detailed cost of goods produced records, relying on rough estimations. (6) Lack of comprehension regarding the importance of financial records and accounting. (7) Inadequate understanding of financial statement presentation principles and the ability to analyze them. (8) Difficulty in selecting relevant and valuable information.(Makassar, 2021)

Bappenas reports that Micro, Small, and Medium Enterprises (MSMEs) constitute Indonesia's predominant portion of enterprises. There are a total of 52.76 million MSME participants across different industries.(Bappenas RI, 2023) Approximately 98.6% of entrepreneurs in the country fall under the small or micro companies category, 1% are considered medium-sized entrepreneurs, and 0.4% are categorized as significant entrepreneurs. MSMEs account for 56.53% of the gross domestic product (GDP), according to the data from BPS in 2022. (Dodi Herlando, 2022) According to Bappenas's research, MSME actors have needed help accessing capital facilities, with only 8% managing to secure bank loans. This issue might occur because many Micro, Small, and Medium Enterprises are deemed unbankable. This is mainly because they need proper bookkeeping practices or have inadequate financial administration systems, preventing them from preparing a standard proposal to seek bank credit.(Bappenas, 2022) This achievement still needs to reach the aim of Rp 20 trillion Bappenas set for himself. Another circumstance related to the success of micro, small, and medium enterprises in Indonesia is adopting the ASEAN China Free Trade Area (ACFTA) between ASEAN and China. This free trade area allows Chinese products that enter Indonesia to have exceedingly competitive prices. This presents a significant obstacle for Indonesia's micro, small, and medium-sized enterprises (MSME).

For micro, small, and medium enterprises (MSMEs) to compete and innovate in a dynamic business environment, the direction and objectives of micro, small, and medium enterprise development must be directed at developing customer relationships with companies that produce performance. Therefore,

when formulating the company's market penetration strategy, Micro, Small, and Medium Enterprises (MSMEs) need to strengthen their emphasis and attention on family relationships as a determining factor. Small and medium-sized enterprises (MSMEs) can grow their capabilities by establishing links and interactions with other organizations and utilizing the complementary assets of these other organizations.(Natoil, Sopi, & Hartarini, 2023)

The relationship itself is defined as affiliations of persons, groups, or organizations that communicate with each other in order to achieve mutual advantages. It is anticipated that the condition of a vast business network will result in an improvement in the marketing performance of a person or organization. (Mardiatmi & Pinem, 2021) provides an explanation of marketing performance, which is a factor that is widely used to measure the results of a company's various strategies. Using an activity-based measure, which is a measure that can describe the marketing activities that produce marketing performance, the results of the company's strategy are measured. This measure is used to measure the effectiveness of the strategy.

When properly operating a business partnership, the presence of an entrepreneurial spirit and traits on the part of the entrepreneur or company owner is essential. When we say that entrepreneurs have an entrepreneurial spirit and qualities, we mean that they have a strong desire to do business, a strong need for success, a solid want to take chances, and a strong willingness to take risks.(Riani, Prabowo, & Andriyani, 2019) Because a company's success depends on how it collaborates with other organizations that will affect the production and delivery of goods and services, these traits are vital. Therefore, the company must continue existing to prevent it from being eliminated from the competition. This could be accomplished by building competitive advantages and increasing marketing performance.(Faidati, 2020)

2. Literature Review

2.1. MSME Customer Management

States that collaborative partnerships in business markets are becoming increasingly vital for customers and suppliers. This is true for both parties involved. Customers must decide whether to give their business to a new supplier relationship, continue to keep and build a beneficial relationship, or withdraw from a less close relationship. However, suppliers are confronted with the commoditization of products and are looking for ways to differentiate themselves through their ties with their customers. Since 2024,(Gaffar, Koeswandi, & Ciptagustia, 2024) association between customer relationship management (CRM) and overall marketing performance has been statistically significant and beneficial. Marketing performance is directly and positively correlated with the degree to which attention is paid to the most important clients. A substantial positive link exists between the level of consumer knowledge and the level of marketing performance. The findings of this study indicate that the strategy that an organization takes to manage its relationships with customers, which encompasses strategic, organizational, and system dimensions, directly impacts the profitability of the services provided to customers.(Adewole, 2018)

The research conducted by (Sari & Siswahyudianto, 2023) demonstrated that the implementation of customer relationship management has a beneficial impact on the enhancement of customer knowledge and customer happiness. Concluded that the quality of service has a significant role in developing long-term connections with customers. the supplier's perspective, this connection results in the creation of barriers to competition, a reduction in price competition, and the generation of more income per client while simultaneously reducing costs. *Relationship quality* is a term that characterizes the closeness, emotional level, reciprocity, and frequency of communication that exists between individuals within an organization. It is a term that relates to the intensity of emotional interactions that exist inside an organization. Interpersonal quality is a component of social capital, state that higher levels of trust are facilitated by intense interpersonal proximity through the use of social capital.

The fact that relationships are more than just a series of transactions that take place over time may be demonstrated by a few of the relationships now in place in the market for service businesses. According

to(Rahadian & Thamrin, 2023), the customer's impression of the intrinsic quality of the connection (also known as relationship strength) and the customer's opinion of the provider are the two factors that influence the customer's behavior while purchasing goods or services. Customer's willingness to purchase additional products from the same institution and not switch to a competitor is contingent upon the customer's prior experience with the organization in terms of the services it offers, the benefits that are anticipated to be obtained from purchasing products from the organization, and the customer's confidence in the organization's capacity to deliver services of high quality.

In the marketing literature, (Yakob, Yakob, B.A.M., & Rusli, 2021)proposes two essential notions that pertain to critical relational marketing outcomes. These constructs are customer loyalty and (positive) word-of-mouth customer communication. According to our understanding, customer loyalty is centered on the repurchase behavior prompted in customers by marketing operations. As a result of the rising expertise of experienced customers, it is frequently claimed that the cost of retaining a loyal client is less expensive than the cost of obtaining a new customer and the cost of customer attrition throughout the later phases of the relationship life cycle. This is about the cost reduction effect. It has been that norms of reciprocity, togetherness, interdependence, and degrees of trust with other individuals or groups characterize relationships characterized by solid interpersonal links.

According to(Nurlinda, Novita, Siregar, Hanum, & Hiya, 2023), a business model can apply universally to some customer interactions or client portfolios to improve a firm's performance and accommodate diversity in value creation. Investing in business model differentiation can enhance customer relationship performance by enabling controlled adaptation to unique client interactions and portfolios. In a two-stage study, (Utami & Sudarmiatin, 2022) showed that introducing CRM processes positively improves corporate performance. One stage that has the most vital link with firm performance is the relationship maintenance stage, followed by the initiation stage. On the other hand, the termination stage does not have a significant relationship with firm performance. Companies will perform better on the critical dimensions if they can better understand consumers' value to the organization. Following this, the organization will be better positioned to manage its relationships with individual customers. It will be able to more accurately identify the extent to which these ties contribute to the profitability of the unit or the company. Therefore, it is possible to deduce that customer relationship management (CRM) can deliver the outcomes that businesses anticipate when the process is carried out efficiently. However, the process is only capable of taking place in particular activities.

(Utami & Sudarmiatin, 2022) state that high-level customer relationship management can be understood to mean that businesses can tailor their interactions with customers to the various stages of their customers' life cycles and that these interactions can allow businesses to exert some influence over the active stages of the customer's life cycle. With the help of this action, the resources spent on a client will be brought into alignment with the revenue or profit gained from that same customer. Very profitable consumers or those deemed to have "high potential" will receive disproportionate resources from businesses. This is because these consumers are considered good resource allocation candidates. The company will also be able to save money by avoiding clients who are not profitable or customers who are profitable but very thin. These consumers will either abandon the relationship or choose to grow their relationship with the company, which is the focus of the analysis.

According to(Suryana, Rifa'i, & Firmansyah, 2023), one of the additional factors that relationship managers should consider is the control they have over heterogeneity in satisfaction-retention connections. Understanding the impact of customer satisfaction and retention commitment relationships beyond the inherent differences in customers' tendency to remain with the company enables relationship managers to serve their customers better. In addition to having a lower likelihood of being loyal to a brand, specific customers are either more or less sensitive to shifts in the level of happiness they experience. The managers can increase their return on marketing investment if they can determine which customers are likely to remain loyal to a particular supplier and are likely to respond to activities designed to improve customer satisfaction.

2.2 Innovation Theory

The success rate of an effort made by individuals, groups, organizations, or enterprises is reflected in performance, which reflects the success rate. Many academics, like (Zainuddin & Sudarmiatin, 2023), have defined *performance* as the results that have been accomplished as a result of what has been done by owners or managers while running a firm. According to (Ikramuddin, Matriadi, Yusuf Iis, & Mariyudi, 2021), *performance* measures success or accomplishment in accomplishing organizational goals. Functionally, a company's performance will be reflected in the departments of human resource performance, production performance, marketing performance, and financial performance bodies. An indicator of work success or actual work performance accomplished by an individual, group, or organization due to having carried out its responsibilities appropriately is referred to as performance. The growth of the business is the performance metric. As a result, it is recommended to use multiple dimensions, such as growth, efficiency, profit, and market share. The company's performance is the most essential factor in determining whether it will accomplish the set objective. The company's financial success, its operational performance, and its employees' performance are essential components of the business's overall performance.

The corporation's success reflects the performance of the various functional managers who carry out their duties in an organizational setting. From a functional standpoint, the company's performance will be reflected in its human resources, operations and production, marketing, and financial performance (Sulastini & Darmawi, 2022). It is generally possible to measure effective company performance through several indicators, including total sales volume, market share, costs, return on assets, profit contribution, and customer satisfaction, as stated. Effective company performance is an overall evaluation of a company's sales results.

Performance that is satisfactory for a corporation indicates the success and effectiveness of the company's actions. The effectiveness of operational performance can be evaluated based on various factors, including product innovation, the introduction of new items, and market segmentation. (Linda, Rahim, Suhery, Ravelby, & Yonita, 2022) state that there are three different ways to consider at this time: There are three types of measurements: (1) financial measures, such as return on equity and profit; (2) productivity measures, such as product quality and market share; and (3) multi-dimensional measures, which include market development, profitability, and new product development. Meanwhile, (Athia, Soetjpto, & Efendi, 2023) evaluated the company's performance by utilizing measures such as the growth of sales and revenue, the growth of market share, the growth of assets, the development of new products, staff morale, and employee welfare, respectively.

(Linda et al., 2022) use two construct dimensions to measure the performance of a company or organization. The first construct dimension is objective performance, which includes the financial performance or performance based on marketing, such as utilization rate, profitability, and market share. The second construct dimension is subjective performance, which includes measurements of customers and employees, such as service quality, customer satisfaction, and employee job satisfaction. In addition, the measurement of marketing performance is comparable to the measurement of the performance of the firm or organization.

Performance is a multidimensional concept that is the product of the various activities carried out by an organization. The marketing performance, financial performance, and human resource performance of a firm are four indicators that can be used to determine the level of success a corporation has achieved. A company's success can be evaluated by combining the measures obtained from each function, specifically the manufacturing, marketing, and finance activities. The characteristics of cost, quality, load capability, productivity, efficiency, and flexibility are the metrics that are used to evaluate the performance of the manufacturing function. Customer happiness and the pace of sales growth are two metrics used to evaluate the effectiveness of the marketing function. Return on assets (ROA), return on investment (ROI), and total assets are the metrics that are used to evaluate a company's financial success. Cost, quality, and adaptability are three metrics that can be used to evaluate the performance of a business. (Rashid, Nurunnabi, Rahman, & Masud, 2020)

Financial performance, business performance, and organizational performance are the three dimensions that (Rita & Thren, 2019) developed to evaluate performance. During this time, propose that two indicators can be used to evaluate the performance of a business. These indicators include financial and non-financial indicators. While this is happening, evaluates the performance of businesses based on market share, sales growth, and profit growth measurements. This is because small companies are typically less transparent in their financial reporting, which makes it more challenging to understand what they are trying to convey. They demonstrated during their research that subjective performance measures have high validity and reliability. In their study, demonstrated a substantial link between subjective and objective performance measurements. The findings of their research demonstrated this. Previous studies have mainly concentrated on characteristics that are readily accessible and straightforward to gather. This study opted for subjective performance measurements for the following reasons: (1) Subjective performance measurements align with objective performance and exhibit high validity and reliability. (2) Micro, small, and medium enterprises need help in finance and accounting, making it arduous to acquire objective performance measurements.

3. Research Methodology

This research design uses a quasi-experiment. Types and sources of data using primary and secondary data. Primary data was collected through interviews with all industrial entrepreneurs selected for research in the Banten area. Meanwhile, secondary data is from BPS, the Department of Industry and Trade, and the Department of Cooperatives and MSMEs in the Banten region. The total population in this study was 409 respondents; sample selection was carried out using purposive sampling to become 209 respondents. Data analysis using the Structural Equation Modeling (SEM) test using the AMOS 18 (Analysis of Moment Structure) program. (Abdillah, W., HM., J., & Prabantini, 2023)

4. Results and Discussions

4.1 Results

4.1.1 Respondent characteristics

Table 1.

Respondent characteristics	Amount (Person)	%
Gender		
Man	178	85,17
Woman	31	14,83
Age		
20 - 29 years old	19	9,09
30 - 39 years old	48	22,97
40 - 49 years old	81	38,75
> 50 years old	61	29,18
Position		
Manager	24	11,48
Owner and manager	185	88,52
Education		

Elementary School	14	6,70
Junior High School	27	12,92
Senior High School	147	70,33
Bachelor degree	9	4,31
Other	12	5,74
Experience		
3 - 5 years old	86	41,15
6 - 10 years old	63	30,14
11-15 years old	41	19,62
> 16 years old	19	9,09
Total	209	100

From the results above, the gender criteria are mostly men, 85.17%, with characters aged 40-49 years 38.75%. The average position of owner and manager is 88.52%, last education is senior high school 70.55% and work experience for 6-10 years is 30.44%

4.1.2 Quality of Customer Relationships with Marketing Performance

The results of the confirmatory factor analysis of the Customer Relationship Quality variable can be seen in Figure 4.2 below.

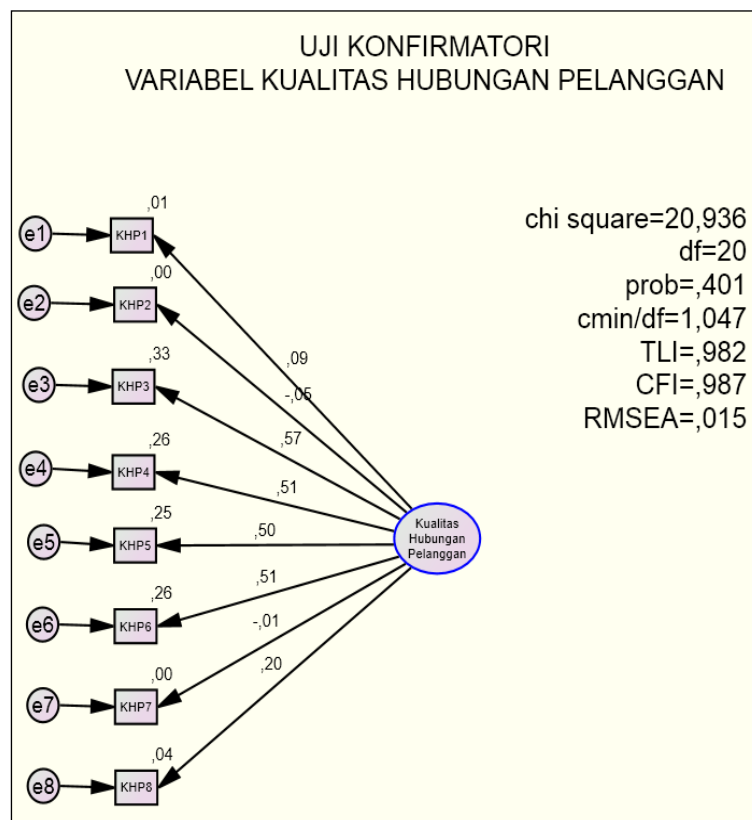


Figure 1. Confirmatory Factor Analysis Customer Relationship Quality Variables

As shown in Figure 4.1. Of the eight variable indicators of customer relationship quality, four research indicators meet the criteria: loading factor values above 0.50. The following are indicators that have loading factor values above 0.50.

Table 2. CFA Measurement Results Customer Relationship Quality Variables

Variable	Indicator	Loading Value
Quality of Customer Relations	KHP 3	0,57
	KHP 4	0,51
	KHP 5	0,50
	KHP 6	0,51

Indicators whose loading value is less than 0.5 will be removed from the measurement model. The results of the study show that although the indicators that are not significant are removed from the measurement model, the remaining indicators meet the criteria to be able to measure each construct. The higher the quality of customer relationships, the higher the marketing performance. The estimated coefficient for this test is positive at 0.04, meaning that the test results are based on the hypothesis that increasing the quality of customer relationships positively impacts marketing performance. The estimated parameters between customer relationship quality and marketing performance produced a CR value 0.288. This CR value is greater than the critical value with a significance level of 5%, which is 1.96, so it can be concluded that this hypothesis is not proven at the 5% significance level. Apart from looking at the CR value, another way to conclude a hypothesis can also be seen from the P-value. Based on the analysis results, a P-value of 0.77 was obtained because the P-value was more significant than 0.05 and 0.10, so H5 was not proven at the 5% or 10% significance level.

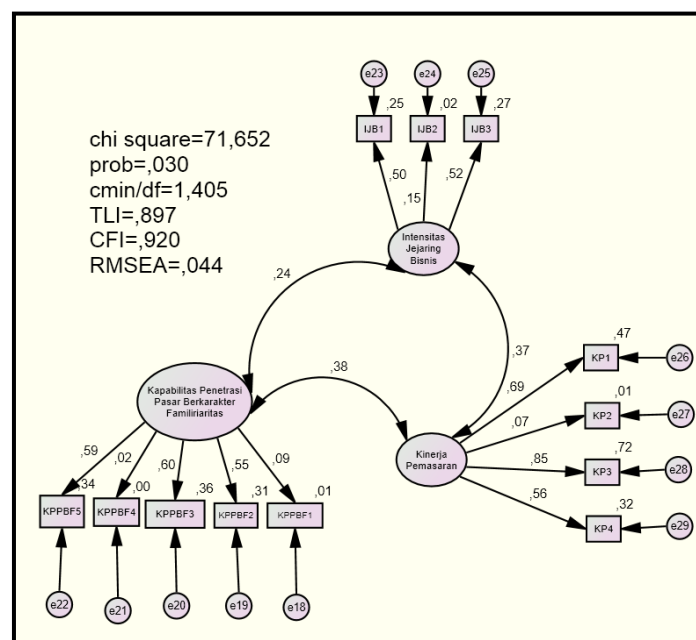


Figure 2. Confirmatory Factor Analysis Marketing Performance Variables

The results of confirmatory factor analysis between marketing performance variables produced an initial model, namely in the form of loading factor values for each construct indicator. As shown in Figure 4.3, there are several research indicators that meet the criteria, namely having loading factor

values above 0.50. This indicator consists of three indicators for the Marketing Performance construct. The following are indicators that have loading factor values above 0.50

Table 3. CFA Measurement Results of Initial Model Marketing Performance

Variable	Indicator	Loading Value
Marketing Performance	KP1	0,69
	KP3	0,85
	KP4	0,56

Hypothesis is states that, the higher the Business Network Intensity, the higher the marketing performance. The estimated coefficient for this test is positive, equal to = 0.277, meaning that the test results are based on the hypothesis that increasing business network intensity impacts increasing marketing performance.

The test results on this causal relationship show a critical ratio (c.r.) value of 2.069 with a p-value of 0.039, which means a positive and significant influence at the $\alpha = 5.00\%$ level. Thus, hypothesis this, which states that the higher the Customer Relations (KHP), the higher the Marketing Performance (KP), can be accepted.

4.2. Discussion

Testing the effect of Customer Relationship Quality on Marketing Performance shows insignificant results in a positive direction. From these results, it can be explained that the better the Customer Relationship Quality, the better the Marketing Performance, but the Customer Relationship Quality does not affect Marketing Performance, which means it does not support the hypothesis 1.

The quality of customer relationships after going through CFA analysis in this study is measured by three indicators. Based on the value of each loading factor on the Customer Relationship Quality variable, it can be explained that the contribution of each indicator in forming the Customer Relationship Quality variable, successively from the highest, is KHP 4 (providing offers to outlets that buy in quantity the big ones) KHP 6 (Prioritizing outlets in establishing business relationships), KHP 5 (always maintaining agreements with outlets) and KHP 3 (having emotional closeness to outlets). Meanwhile, Marketing Performance after CFA is measured by three indicators. The contribution of each indicator in forming the Marketing Performance variable, successively from the highest, is KP3 (experiencing a high increase in sales volume), KP1 (the company's sales results experiencing high growth), and KP4 (increase in the market area).(Adewole, 2018)

Indicator support for the Customer Relationship Quality variable, namely KHP 4 (providing offers to outlets that buy in large quantities), KHP 6 (Prioritizing outlets in establishing business relationships), KHP 5 (always maintaining agreements with outlets), and KHP 3 (having emotional closeness with outlets) has no impact on (KP1) high increase in sales volume) KP1 (the company's sales results experience high growth) and KP4 (increase in market area).(Hardilawati, Sandri, & ..., 2020) According to empirical data, not all MSME players can provide offers to outlets, prioritize them in establishing business relationships, and always maintain agreements with them, so they cannot improve marketing performance. (Rahmadi, Djunaedi, & Nurlaely, 2021)

Even though the results of testing hypothesis 1 are not proven, the direction of the relationship is positive, meaning that increasing the quality of customer relationships has an impact on increasing marketing performance, meaning that when MSME players improve the quality of customer relationships by providing offers to outlets that buy in large quantities, prioritizing outlets in establishing business relationships, always maintaining agreements with outlets and having emotional closeness with outlets, the Marketing Performance of MSME business actors has increased, with a high increase in sales volume, the company's sales results have experienced high growth and an increase in

market area. The results of this research are based on the studies of (Sulastini & Darmawi, 2022). which states that there is a positive relationship between the quality of customer relationships and marketing performance.

According to the research results of (Linda et al., 2022), interaction with customers during certain stages of the product development process positively affects product success. Specific relationships between companies and customers as business partners positively affect company performance. This relationship helps share information, especially regarding product features and services consumers desire. (Yullya Ramadonna, Nasfi, 2019) research results also show a relationship between the quality of customer relationships and marketing performance. This research concludes that the higher the level of customer interaction with the company and the higher the qualifications of customer requests, the more innovative the products produced by these companies will be.

5. Conclusion

The higher the quality of customer relationships, the higher the marketing performance. The results of testing hypothesis 5 are not proven, meaning that increasing the quality of customer relationships does not significantly impact marketing performance. However, the effect is positive, meaning that increasing the quality of customer relationships is still followed by increasing marketing performance.

5.1. Limitation

No study covers all aspects of the research problem. The author/s should discuss the limitations or gaps of this study.

5.2. Suggestion

Provide suggestions based on the findings and limitations of this study.

Acknowledgements

The authors would like to express their gratitude to everyone who participated in this piece of research. Institutional leadership in the facilitation of research assistance for the advancement of health research for the benefit of the general public.

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