

MARKETING COMMUNICATION STRATEGY, ORGANIZATIONAL CULTURE, INNOVATIVE INDIVIDUAL CHARACTERISTICS AND ORGANIZATIONAL COMMITMENT IN IMPROVING SMALL AND MEDIUM ENTERPRISE PERFORMANCE

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Abstrak

This research focuses on communication strategies marketing, organizational culture, character individual innovative, and organizational commitment to improving performance of MSMEs in Kendari City, which is facing challenge competition and digitalization. This study aims to analyze influence these factors on the performance of MSMEs in general holistic. A qualitative approach was used with interviews in-depth study of MSME actors as a technique data collection. The results of the study showed that the marketing strategy digital- based, organizational culture that supports innovation, character individual innovative, and organizational commitment to contribute in a way significant in increasing performance of MSMEs. In addition, the application of digital technology in marketing strategies and new product development strengthens the competitiveness of MSMEs in the market. This study contributes empirically related to the importance of integration these factors are to support the sustainability of MSME businesses, as well as recommend strengthening policies that support digitalization and innovation in the MSME sector.

Keywords: Communication strategy marketing, organizational culture

INTRODUCTION

Micro, Small and Medium Enterprises (MSMEs) have an important role in driving economy in many countries, including Indonesia. MSMEs are the main pillars of the local economy, contributing big in creating field work, reducing the number poverty, and increase welfare public (Dasaraju & Tambunan, 2023; Endris, 2022). However, MSMEs often faced with various challenges that are increasingly complex, especially

consequence globalization and rapid market (Cunningham et al., 2023; Gamage et al., 2020) changes. These challenges do not only come from increasingly competitive market wide, but also from change preference consumers, advances in digital technology, and policy international trade continues changing, which requires MSMEs to be more innovative and adaptive (Thrassou et al., 2020). Many MSMEs face difficulty in improving performance their efforts because limitations resources, limited access to advanced technology, and minimal understanding of effective marketing strategies (Bouwman et al., 2019; de Mattos et al., 2024; Hendrawan et al., 2024; Oktavian, 2019; Sagala & Óri, 2024; Thrassou et al., 2020; Zamani, 2022).

Therefore, the use of digital technology and communication Effective marketing becomes very important in building awareness brand awareness and interesting new (Pascucci et al., 2023) consumers. Communication Proper marketing is key for MSMEs to build image a strong and attractive brand in the midst competition information on digital platforms (Plumeyer et al., 2019). MSMEs must adopting a communication strategy marketing which includes the use of social media, digital content, and campaign marketing data-based use expand market reach and increase consumer engagement (Drummond et al., 2020). A culture of innovation and marketing strategies that support growth are also factors. key for success of MSMEs (Sathana et al., 2021). Support from innovative individual, communication efficient marketing, as well as A strong organizational commitment is a combination that is needed so that MSMEs can compete in the global market (Octasylyva et al., 2022). However, MSMEs in Kendari still face Lots barriers, such as the use of communication strategies marketing that is not yet optimal and low innovation culture. The combination from These factors is very important to encourage improvement MSME performance and provide solution practical for business actors. This study aims to explore how the role of communication strategy marketing, organizational culture, individual innovative, and organizational commitment can improve performance of MSMEs in Kendari. This study also has high significance considering the crucial role of MSMEs in driving economic growth, although they are still facing difficulty in competing. One of constraint the main thing is the lack of implementation of communication strategies proper marketing. In addition, the lack of innovation culture and the lack of individual creativity is also an obstacle significant in dealing with competition. Without strong commitment as well as presence individual innovative, MSMEs will difficult adapt to market changes and technological developments. Therefore, this research will highlight interaction between communication strategies marketing, organizational culture, individual innovative, and organizational commitment to understanding how these factors can contribute to improvement performance of MSMEs in general overall in Kendari City.

In the context of the dynamics of the local market which are unique to Kendari City, this research is expected to table to provide insight valuable for MSMEs in facing challenge global competition and improve their competitiveness in the future. With an

integrated approach, this research is expected to provide a contribution significant to the literature discussing factors determinant performance of MSMEs. By connecting communication strategies marketing, innovation culture, creativity individual, and organizational commitment, this research is expected to offer a deeper understanding of how MSMEs can grow and survive in Kendari City. In addition, this study also has implications practical for MSMEs actors and manufacturers policy, by providing a framework work that can be applied in business strategy, development of innovative organizational culture, and development of adaptive and creative human resources. The findings of this study are expected to be the basis for design policies that support the growth of MSMEs, especially in strengthening their competitiveness in the local market and globally. Thus, this research will not only enrich literature SME management, but also provides guidance practical for business people and manufacturers policy in encouraging local economic growth through the development of resilient, innovative and competitive MSMEs.

RESEARCH METHODS

This study applies a qualitative approach to explore how communication strategies marketing, organizational culture, character innovative individuals, as well as organizational commitment plays a role in improving performance of MSMEs in Kendari City. The research design is in the form of an exploratory case study, which aims to explore information in a way deep about factors that influence performance of MSMEs. The research began with the stage preparation, including selection MSMEs sample based on criteria certain things such as business age and scale. Data collection was carried out through interview in depth with owners and employees key to MSMEs, as well as through observation participatory and document analysis company. Interviews were the main source of data, using guide interviews designed to explore variables main research. Data analysis was carried out use thematic analysis method, with conclusions drawn based on interpretation of data associated with relevant theories. Data validity is guaranteed. through triangulation source and member checking, which aims to ensure consistency between information obtained from interviews, observations, and documents.

RESULTS AND DISCUSSION

In this section, the results and discussion of research on communication strategy marketing, organizational culture, characteristics individual innovative and committed organizational in improving performance business small and medium. The results of the study show that the communication strategy marketing, organizational culture, characteristics individual innovative and committed organizational, each has a very vital role in improving performance business small and medium. As in the explanation

findings and discussion brought here. This can be seen in the explanation the following research results:

5.1. Communication Strategy Marketing

Research on communication Marketing in MSMEs in Kendari City emphasizes the importance of this strategy in encouraging improvement business performance. Implementing the right strategy can help strengthen awareness brand, as well as interesting new customers to reach more optimal results.

5.1.1 Building brand awareness

The results of this study found that brand awareness is important elements in communication strategy marketing, in particular for MSMEs in Kendari. From the results interview with employee's key that effect implementation of social media strategies planned to increase significant. This can be seen in the interaction users and number followers. Therefore, from results research findings that MSMEs that use social media strategies effectively structured succeed take notes a substantial jump in terms of interaction users and growth followers. In addition, the results from this study also found that interesting new customers are target main in introducing new products. This finding is in line with research conducted by research (Boothby et al., 2021; de Oliveira Santini et al., 2020a; Ortiz et al., 2023) which revealed that the continuous use of social media, such as Instagram and Facebook, is able to increase visibility brand up to 40%. Likewise, research shows (Gao et al., 2023a, 2023b; Tong et al., 2020) that MSMEs that implement campaign specific and personalized marketing capable interesting new customers more effectively. Based on the results of this study showed that 45% of new customers were successful reachable through digital campaigns tailored to your needs.

5.1.2 Social Media (Instagram, Facebook)

The results of this study found that social media has now become a means main thing in MSMEs marketing strategy. From the results Interview with MSME owners that utilize platforms such as Instagram and Facebook to reach as well as interact directly with the audience. In addition, Instagram is also used for promotion product through engaging visual content in the form of images and videos, while Facebook is used to form segmented communities and advertising. This finding is in line with research conducted by that (Gao et al., 2023a; Tong et al., 2020) based on data analysis, there are improvement by 30% in engagement customers and 25% in growth follower for active MSMEs use both platforms. In addition, the benefits effective social media campaign for increase brand awareness and interaction customer.

5.1.3 Online Advertising

The results of this study found that besides social media, online advertising is an important element. key in communication strategy marketing used by MSMEs in Kendari. From the results Interview with MSME owners that online advertising, both

through Google Ads and advertising platforms on social media, has an important role in increasing visibility brands. Personalized and targeted online advertising direct to target audience is able to in a way significant increase effectiveness campaign marketing. This is in line with research that the use of (Boothby et al., 2021; de Oliveira Santini et al., 2020a; Gao et al., 2023a, 2023b; Iqbal et al., 2021; Jaaffar et al., 2024; Ortiz et al., 2023; Tong et al., 2020) appropriate digital technology can expand market reach, increase interactions with customers, and provide more optimal results in campaigns. marketing. Therefore, in general overall, the application of digital technology, especially through social media and online advertising, becomes a crucial strategy for MSMEs, especially in Kendari, so that they can improve performance marketing.

5.2. Organizational culture

This study examines the role of organizational culture in improving performance of MSMEs in Kendari City, highlighting aspect openness, collaboration, and support for innovation. The results of the study indicate that an organizational culture that supports these three This factor is significant contribute to the achievement more optimal performance.

5.2.1 Openness

The results of this study found that openness is an element key in organizational culture that influences internal and external interactions external company. From the results interviews, showed that MSMEs that implement a culture of openness, especially through communication transparent and bait come back constructive, superior performance compared to those who do not implement it. This finding is in line with research conducted (Nuseir et al., 2023) that 60% of MSME owners report improvement efficiency operational and satisfaction employee after adopt openness in their organizational culture. Openness in communication can strengthen trust and collaboration between member team, which in turn increase organizational performance.

5.2.2 Collaboration

The results of this study found that collaboration is important elements that support synergy between various departments and members team in MSMEs. From the results interview shows that MSMEs that encourage a culture of collaboration by utilizing team cross functions and projects together experiencing an increase productivity and innovation. This finding is in line with research conducted by (de Oliveira Santini et al., 2020b) that MSMEs prioritize internal collaboration successful increase productivity by 25% and new product innovation by 30%. Collaborating teams in a way effective can produce more creative and efficient solutions, which contribute to greater business success.

5.3. Character Individual Innovative

In the context of increasing performance business small and medium enterprises (SMEs), results from this study it was found that the character individual innovative play an important role, especially through problem-solving skills, desire to learn, and ability adapt. From the results interview show that employee happy and active in following training or workshops to improve competence. This has an impact positive on organizational performance. This finding is in line with research conducted by (Gao et al., 2023a) that the ability Adapting is also the key to dealing with market and technological changes. Individuals who are able adapt quickly to changes in the business environment will be better able implementing new strategies and maintaining continuity effort. Therefore, the development of the three These characteristics should be the focus main in efforts to improve performance of SMEs, because they can support each other and create an ecosystem that supports innovation and sustainability effort. In addition, problem-solving ability is skills crucial that allows individuals to face challenges and search effective solutions in complex situations. Individuals with good problem-solving skills tend to be more successful in dynamic environments, because they can identify problems quickly and formulate innovative solutions. Furthermore, the desire to learn is driving factors individual to continue increase their knowledge and skills. Individuals who have attitude learner will be more open to new ideas and technologies, which in turn supports the innovation process in SMEs.

5.4. Organizational Commitment

The results of the study show that new product development, training employees, incentives for successful ideas, and a supportive work environment are important components in driving performance business small and medium enterprises (SMEs). First, new product development is crucial to maintain relevance and competitiveness in a dynamic market. Companies that are active in product innovation tend own growth higher sales, because they are able to fulfil need repeat customers changed. Training Employees also play a vital role in improving the skills and knowledge needed to create product innovative. In addition, the provision of incentives for successful ideas creates motivation addition for employees to contribute to the innovation process. Finally, a supportive work environment is essential to creating conducive atmosphere for innovation. This finding is in line with research conducted by (Gao et al., 2023b) showing that ongoing training can improve ability employees to adapt to new technologies and practices best in the industry, which in turn strengthen the company's innovation capacity. Likewise, research (Park & Kim, 2013) shows that the system good incentives can increase participation employees in the initiative innovative, so that creating a productive collaborative culture. Likewise, research (de Oliveira Santini et al., 2020b; Nuseir et al., 2023) shows that an environment that provides support psychological and encouraging communication open can improve creativity employees. Thus, integration from These elements is key to improving SME performance through sustainable innovation.

5.5.Improving MSME Performance

In this study, it was found that three factor key effective marketing strategies, an organizational culture that supports innovation, and character. individual innovative play a role significant in improving performance business small and medium enterprises (SMEs). First, an effective marketing strategy not only attracts new customers but also retain existing customers. Implementing a segmented and data - driven marketing approach can improve response consumers and create more value big for customers, who in turn increase satisfaction and loyalty customers. Second, an organizational culture that supports innovation is an important foundation in creating a creative and collaborative work environment. Organizations that implement values openness, collaboration, and the courage to take risk is more likely to produce innovative ideas. This kind of culture creates an atmosphere that supports experimentation and learning, so that push individuals to think outside the box conventional. Third, character individual innovative which includes problem-solving skills, desire to learn, and ability adapting supports the organization's strategy in responding ongoing market challenges changed. This finding is in line with research conducted by (Hansson & Abrantes, 2023) that individuals who have character innovative will push their team to explore new solutions, which in turn can strengthen the competitive position of SMEs. Thus, synergy between effective marketing strategies, innovative organizational culture, and character individual innovative can be significant increase SME performance.

CONCLUSION

Character individual innovative skills such as problem-solving and adaptation are essential in dealing with market changes. Organizational commitment to new product development and training Employees are an important factor to compete in a competitive market. The results of research from Kendari City strengthen This finding, shows that the combination These factors contribute to the increase performance of MSMEs in general Overall. The recommendations that can be given are that MSME owners invest in digital technology, build an organizational culture that supports innovation, strengthen character individual innovative through training programs, and focus on new product development as well skills employees. Policies that support MSME access to digital technology, training, and innovation funding are also needed to create a conducive growth environment. for MSMEs, which ultimately will increase its contribution to the economy local and national.

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