
The Influence of Innovation Factors and Capability Factors on Baby Squid Marketing Performance (A Study of MSMEs in Banjarmasin)

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ABSTRACT

The growth of Micro, Small, and Medium Enterprises (MSMEs) in Banjarmasin City has increased significantly from year to year, dominated by the food and beverage sector such as Baby Cumi products. Despite contributing positively to the economy and reducing unemployment, MSMEs are still faced with classic challenges such as simple management, the absence of a legal entity, and limited human resource skills. This study aims to analyze the influence of Innovation Factors (\$X_1\$) and Capability Factors (\$X_2\$) on Marketing Performance (\$Y\$) in Baby Cumi MSMEs in Banjarmasin City. The research method used is an explanatory quantitative approach. The population in this study includes all Baby Cumi MSMEs in Banjarmasin, with a sampling technique using a saturated sampling method (census) of 48 respondents. Data collection was carried out through interviews, questionnaires, documentation, and observation. The data analysis technique used Partial Least Square-Structural Equation Modeling (PLS-SEM) with the help of SmartPLS 3.29 software. The results of the structural model test (inner model) show that the Innovation variable has a positive and significant influence on Marketing Performance with a t-value of 10.666 ($t > 1.96$) and a P-value of 0.000. However, the strength of its influence is in the very weak category with a path coefficient value of 0.102. On the other hand, the Ability variable is proven to have a positive and very significant influence on Marketing Performance with a t-value of 6.833 ($t > 1.96$), a P-value of 0.000, and a strong path coefficient of 0.783. Simultaneously, the integration of the determination value (R^2) contributes 77.7% to Marketing Performance. The conclusion of this study emphasizes that mastery of solid management skills (Ability Factor) is the most instant and crucial main driver for Baby Cumi MSMEs compared to product innovation actions to optimize sales turnover, production volume, and business profits.

Keywords: Innovation, Management Capability, Marketing Performance, PLS-SEM.

INTRODUCTION

Indonesia's economic growth has experienced significant changes and developments each year. This statement is based on the Official Statistics News of the Central Statistics Agency (BPS) (2023).database that in 2020-2021. Micro, small, and medium enterprises in Banjarmasin City

experienced development with a growth rate from 38,864 to 40,199. It can be concluded that MSMEs experience a significant increase every year. Especially in Banjarmasin City, many MSMEs produce beverage and food products.

Indonesia's economic growth rate is not as rapid as that of other ASEAN

(Association of Southeast Asian Nations) countries. This statement is based on news in the 2020 data box. Micro, Small, and Medium Enterprises (MSMEs) in various countries, including Indonesia, are a resilient driving force for the local economy. Most MSMEs originate from small or home industries, and thus their customers are from the lower-middle class.

Innovation is essential for a business to grow and survive. Innovation can arise as companies observe the emergence of new competitors, enabling them to combine their strengths into new advantages (Ofori et al., 2019).

The impact of innovation also contributes to the creation of useful characters so that they are more easily remembered and influence the increase in company profits, where these profits play a role in the welfare of all elements of the company. (Waheed et al., 2014). The ability related to small and medium business actors needs to implement the role of innovation in their business products, this is done because of the influence of globalization on the rapid development of promotions as a form of new knowledge. It is also useful in terms of accelerating the production process and marketing products in other ways such as online sales (Setyawati., 2014).

In this era of globalization, promotions continue to evolve. Almost all activities begin with innovation, where everything is more easily accessible via the internet. Promotion can facilitate optimal performance. In the online world, social media is redefining the way people interact

with each other, enabling people to build relationships without geographical and demographic barriers. The impact of social media doesn't stop there. Social media also facilitates global collaboration in innovation. Social media encourages social inclusivity and builds a sense of belonging within their communities (Philip Kolter et al; 2019). In addition to capabilities, micro, small, and medium enterprises (MSMEs) also require good marketing performance. There are many organizational management models, each with differences in how to select, build, deploy, and protect the company's marketing (Associate; 2014). Good performance results from good work, which can lead to superior marketing strategies.

MSMEs in South Kalimantan have five main characteristics. The first characteristic is that management is carried out simply. MSMEs in South Kalimantan tend to employ relatives or family members. The scale of the business is relatively small. Starting from production activities and goods sold, it is still relatively small. The second characteristic is concentrated in the trade sector. MSMEs engaged in the wholesale and retail trade sector; car and motorcycle repair and maintenance, which is 48.45 percent. Followed by the accommodation and food and beverage provision sector at 18.04 percent and the processing industry at 12.75 percent. The third characteristic is the lack of legal status. The fourth characteristic is that there are more male entrepreneurs than female. The fifth characteristic is the lack of knowledge and skills of human resources. As many as 42 percent of

MSME actors are elementary school graduates or below, followed by junior high school graduates or equivalent (22 percent), high school graduates or vocational high school graduates or equivalent (27 percent), and college graduates (9 percent). While MSMEs in South Kalimantan continue to grow, their composition remains strong, effective management encompasses activities that require broad insight.

Table 1. MSMEs in Banjarmasin City

Year	Micro	Small	Intermediate	WUB	Amount
2022	31,622	3,724	1,643	1,875	38,864
2023	32,167	3,724	1,643	2,585	40,199

Source: Banjarmasin City Cooperatives, MSMEs, and Manpower Service, 2025

The table above shows that the number of business units consistently increases every year. The database shows that in 2022-2023, micro, small, and medium enterprises (MSMEs) in Banjarmasin City experienced growth, with a growth rate of 38,864 to 40,199. It can be concluded that MSMEs experience significant growth every year, especially in Banjarmasin City, where many MSMEs produce food products.

This will reduce unemployment and poverty in this country through the role of MSMEs. The development of MSMEs is expected to provide a significant positive contribution to the government's efforts to address these issues. It is hoped that these efforts will not only contribute to the resolution of existing domestic problems but also enable MSMEs to survive in the face of any challenges. At the very least, the contribution of MSMEs can help resolve the deep problems faced by Indonesia, such as high poverty rates, high unemployment, and inequality in income distribution.

Non-formal skills development is also often overlooked by MSME operators (Central Statistics Agency; South Kalimantan; 2025).

The growth of Micro, Small, and Medium Enterprises (MSMEs) in Banjarmasin City has been quite rapid each year. This can be seen in the 2022-2023 data from the Banjarmasin City Cooperatives, MSMEs, and Manpower Office:

Several previous studies have shown a strong link between innovation, management capabilities, strategy, and business performance. First, research by M. Muafi used a survey method to examine the relationship between organizational innovation, people equity, and the performance of Small and Medium Enterprises (SMEs). The results showed that organizational innovation positively impacted SME performance and people equity (consisting of alignment, capability, and engagement). However, a negative effect of people equity on SME performance was found. The practical implication is the need to improve human resource skills and align people equity with the SME's vision and mission.

H. Tawas and C. Djodjobo's research examined the influence of entrepreneurial orientation, product innovation, and competitive advantage on the marketing performance of yellow rice businesses in Manado. Using an associative method and saturated sampling of 47

business owners, the data were analyzed using path analysis. It was found that entrepreneurial orientation had no significant effect on competitive advantage, but product innovation had a positive and significant effect on competitive advantage.

Simultaneously, entrepreneurial orientation and product innovation had a positive effect on competitive advantage, which in turn had a positive impact on marketing performance.

Man and Wafa (2018) studied manufacturing SMEs in Malaysia to determine the relationship between distinctive capabilities, innovation, strategy type, and performance. Through questionnaires and interviews with 100 SMEs, as well as multiple regression and one-way ANOVA analyses, they concluded that management capabilities and business strategies have a positive and significant impact on SME performance.

Suci (2019) examined the influence of entrepreneurial orientation, management skills, and business strategy on 365 embroidery SME units in East Java using SEM analysis. The findings showed: (1) entrepreneurial orientation has a significant positive effect on management skills; (2) entrepreneurial orientation has a significant positive effect on business strategy, facilitating focus on differentiation strategies, low costs, or a combination of both; (3) high entrepreneurial orientation is needed to improve SME performance through owner confidence; (4) management skills have a significant positive effect in determining performance success; however (5)

hybrid strategies (a combination of low cost and differentiation) cannot improve SME performance. Fifth, several other studies strengthen the role of management skills.

Innovation

Innovation is the introduction of something new, the transformation of knowledge, or the synthesis of products/services that provide added value (Ofori & Daniel in Kaisar Aditya, 2016). Successful innovation provides competitive advantage through cost efficiency or differentiation strategies (Ibrahim, 2019). According to Johne (1999 in Ohjane, 2018), innovation is divided into five types:

1. Product innovation (revenue generation)
2. Process innovation (cost saving)
3. Market innovation (increasing target market)
4. Organizational innovation (new management philosophy)
5. Behavioral innovation (internal innovation activities)

In general, innovation combines creativity and real action to encourage improvements in the quality of individuals and society (Ahmed & Shepherd in Sukmadi, 2016).

Management Skills

Management skills are a set of administrative and operational skills needed to effectively achieve organizational goals. The ideal entrepreneur must combine creative and innovative actions with solid management skills (Pearce II & Robinson, 2017) to avoid mismanagement. According to Daft (2016), management skills are categorized into three components:

1. Conceptual Skills: The cognitive ability to think strategically for the long term.
2. People Skills: Ability to collaborate, motivate, and lead others.
3. Technical Skills: Mastery of specific methods and techniques.

This expertise is realized through management functions according to Fayol (in Handoko, 2016) which include Planning, Organizing, Staffing, Directing, and Controlling.

Performance

Performance is the actual behavior displayed as an employee's work achievement according to their role (Rivai, 2010). Performance is also defined as the level of work achievement to realize company goals (Timpe, 2000; Simanjuntak, 2011) as well as the results of work functions that are influenced by various factors within a certain period (Tika, 2015; Mangkuprawira, 2015).

It can be concluded that performance reflects the quality and quantity of work results, influenced by internal and external factors. This performance information is crucial as an evaluation tool to ensure that employees' actual contributions align with the organization's vision.

METHOD

This research was conducted in the Banjarmasin area for ease of access. The approach used was quantitative with explanatory research to test the exogenous influence of the Innovation Variable (\$X_1\$) and Capability (\$X_2\$) on the endogenous variable of Baby Cumi MSME Performance (\$Y\$).

Population, Sample, and Data Collection Techniques

The population in this study comprised all Baby Cumi MSMEs in Banjarmasin. The sampling technique used a saturated sampling method (total sampling/census), in which all members of the population, totaling 48 MSMEs, were selected as respondents. Data were collected through four main techniques:

- a. Interviews: Conducted in a structured or unstructured manner to deepen the problem.
- b. Questionnaire: A written sheet of questions for efficient data collection from respondents.
- c. Documentation: Collection of relevant notes, books, or documents to complete the data.
- d. Observation: Direct observation of the research object.

The research variables were measured using indicators adapted from various references (2026):

- a. Innovation (\$X_1\$): Distinctive design, product variety, market interest, market leadership, new product initiatives, and new partnerships.
- b. Skills (\$X_2\$): Strategic planning, decision making, work distribution, team building, employee communication, and punctuality.
- c. Performance (\$Y\$): Increased sales, increased production, increased profits, return on capital, increased capital, and additional development capital.

Data Analysis Techniques

Data analysis used a variance-based structural equation model, namely Partial Least Squares-Structural Equation Modeling (PLS-SEM) with the help of SmartPLS 3.29 software. This non-parametric method

was chosen because the number of samples was below 100. Model evaluation was carried out in two stages:

- a. Outer Model Evaluation (Measurement Model): Assess convergent validity (loading value $> 0.50-0.70$), discriminant validity (through cross-loading and the square root of AVE which is greater than the inter-construct correlation), as well as composite reliability and Cronbach's alpha (> 0.70).
- b. Inner Model Evaluation (Structural Model): Assessing the significance of the relationship through the path coefficient and t-test via the bootstrapping process. Model testing also looks at the R^2 value (classification 0.67 substantial; 0.33 moderate; 0.19 weak), effect size f^2 , Goodness of Fit (GoF), and Q^2 predictive relevance (> 0).

RESULT

PLS-SEM Outer Model Evaluation

Outer model evaluation is conducted to test the validity and reliability of the research instrument in measuring its latent construct.

- a. First Stage: Based on Chin's criteria, an indicator item is declared valid if it has a minimum outer loading value of 0.70. Initial testing results showed several items did not meet the requirements, namely X1.1, X1.3, X1.5, and X1.6 in the Innovation variable (X1), as well as item Y1.1 in Marketing Performance (Y). All of these items were immediately eliminated from the model.

- b. Second Stage: After re-estimation, all remaining outer loading items successfully exceeded 0.70 and the AVE value met the standard of > 0.50 (convergent validity). The discriminant validity test through cross loading proved good because the correlation of each item to its own construct was much higher than to other constructs. The reliability of the model is also very strong with CR values of > 0.70 , Cronbach's Alpha > 0.60 , and Rho-A > 0.70 . Indicator Factor Weight ContributionThe magnitude of the loading value reflects the indicator's contribution to the variable: Capability (X2): The largest contribution is formed by item X2.5 (0.851) and the weakest by X2.4 (0.753). Innovation (X1): Only 2 valid items remain, with the largest contribution at X1.2 (0.930) and the weakest X1.4 (0.905). Marketing Performance (Y): Has 5 valid items, with the most dominant contribution at Y1.2 (0.903) and the lowest at Y1.7 (0.779).

Evaluation of the inner structural model

Hypothesis testing in this study was carried out after going through two (2) stages of testing. Outer model (validity and reliability). The second structural model has met all the requirements for an outer model, allowing for inner model testing, or hypothesis testing of the influence between variables. In SEM PLS, hypothesis testing (inner model) involves determining the influence

between variables, indicated by the arrow from one variable to another (blue circle).

Path coefficients is the path coefficient value or its magnitudeThe influence of latent variables. In the PLS structural model, the magnitude of the

influence (path coefficients) is written on each arrow from one latent variable to another. A larger path coefficient indicates a greater magnitude of influence, and vice versa..The path coefficients values are presented in the table below.

Table 2. Path coefficients of the structural model

N o	Construct	Innovation (X2)	Marketing Performance (Y)	Innovation (X1)
1	Ability (X2)	0.744	0.685	0.917
2	Marketing Performance (Y)	0.859	0.815	
3	Innovation (X1)	0.806		

Source: smartPLS output (2026)

Path Coefficient only shows the magnitude of the influence between variables and has not provided evidence of whether the influence between variables is significant or not. The test of significance or insignificance between variables in PLS is carried out by comparing the t-

statistic value with a 5% significance level of 1.96. (Chin. 1998 and 2010), Hair. et.al (2011 and 2012) in Latan and Ghozali (2012). The t-count of the inner structural model of PLS is obtained using the bootstrapping method. The results of the t-statistic calculation are shown in the figure below:

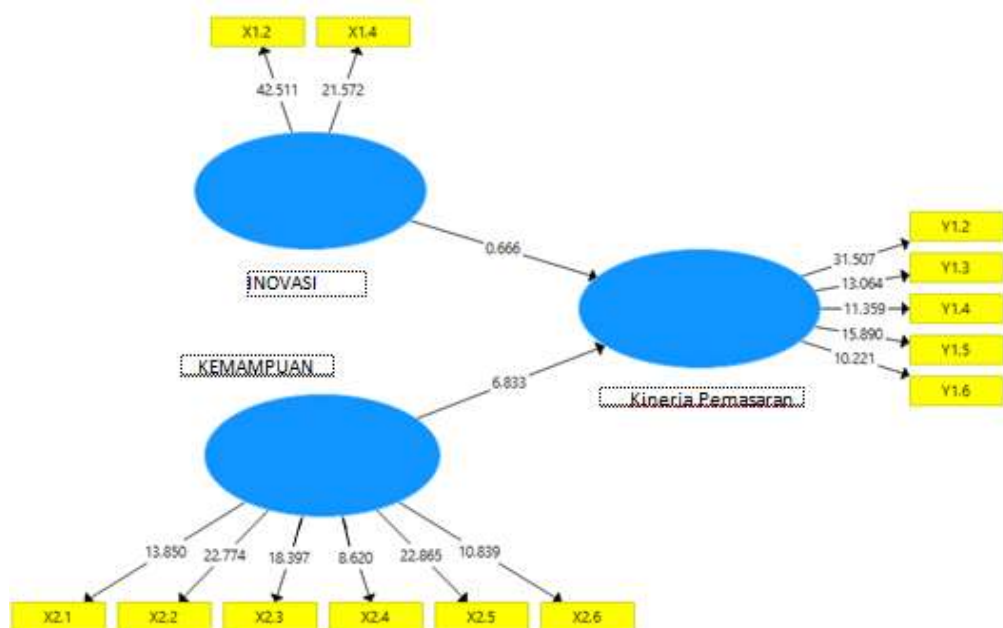


Figure 1. T-statistic value of the bootstrapping structural model

Source: smartPLS output (2026)

Testing the partial significance of each exogenous variable on the endogenous variable is done by

comparing the calculated t-statistic value with the t-significance value. If the T-statistic is higher than the T-

significance value, it means the hypothesis is supported or accepted. This study uses a 95 percent confidence level or a significance level

of 5%, so the T-significance value for the two-tailed hypothesis is 1.96. (Chin, 1998 and 2010), Hair. et.al (2011 and 2012) in Latan and Ghazali (2012)

Table 3. Path coefficients and t-statistics: inner structural model

No	Influence between Variables	Coefficient	t count	P values	Decision
1	ability-> Marketing Performance (Y)	0.102	10,666	0.00	Not Significant
2	Innovation-> Marketing Performance (Y)	0.783	6,833	0,000	Significant

Source: smartPLS output (2026)

Information:

- Beta coefficient is used to determine the strength of each independent variable in determining the dependent variable.
- T count: used to determine the quality of the significance of the regression between each independent variable (X) and whether or not it has an influence on the dependent variable (Y).
- P Value is defined as the magnitude of the opportunity (probability) observed from the test statistics.

The data presented in the table above can be interpreted by looking at the path coefficients, which indicate the coefficient of influence between variables. Furthermore, to determine the level of significance of the relationship between variables, we look at the statistical value. If the t-statistic value is greater than the t-table, the result is significant (Chin, 1998 and 2010), Hair et al. (2011 and 2012) in Latan and Ghazali (2012). The t-table value can be determined by calculating the degree of conformity formula. Based on the calculation of

the degree of conformity formula that has been carried out using a significance level of 5% (one-tailed) or a 95% confidence level, it can be seen that the t-table is 1.96.

Evaluation of Goodness of Fit of Structural Model

Testing the inner model or structural model essentially tests the goodness of fit of the structural model and then tests the influence of one latent variable on other latent variables, both exogenous and endogenous. The structural model must meet the goodness-of-fit criteria of various commonly used measures.

Coefficient of determination (R-Square)

The predictive power of a structural model can be measured using R Square (R²). R Square (R²) is used to explain the influence of certain exogenous latent variables on endogenous latent variables. R Square (R²) values with scores of 0.67, 0.33, and 0.19 indicate that the model is strong, moderate, and weak, respectively (Chin et al., 1998 in Ghazali and Latan, 2015). The R Square (R²) values are listed in Table 4.

Table 4. R-Square and Adjusted R-Square model

No	Variables	<i>R Square</i>	<i>Adjusted R Square</i>
1	Marketing Performance (Y)	0.777	0.767

Source: smartPLS output (2026)

The results of the R Square analysis show that Marketing Performance (Y) variation is determined by the Innovation and Innovation variables by 77.7%, the remaining 22.3% is varied by other variables not included in this research model. The contribution of Innovation and Innovation to Marketing performance is in the strong category. This is because there are still many other variables that certainly influence Innovation that researchers have not fully examined.

Goodness of Fit (GoF)

Table 5. R Square and Communality Index of the Model

No	Variables	<i>R Square</i>	<i>Communality</i>
1	Ability	-	0.657
2	Innovation	-	0.703
	Marketing Performance (Y)	0.777	0.646
Average	0.259	0.668	

Source: smartPLS output (2026)

Furthermore, to determine the goodness of fit (GoF) of the structural model, it is calculated by taking the square root of the average communality index and average R Squares values, as follows:

$$\begin{aligned}
 GoF &= \sqrt{0.259 \times 0.668} \\
 &= \sqrt{0.339} \\
 &= 0.582
 \end{aligned}$$

The greater the GoF value, the more appropriate the model depiction. The GoF value category according to Wiyono, (2011:403) divided into three, namely 0.1 (weak), 0.25 (moderate), and 0.36 (large). The GoF value of 0.582 is interpreted as a large GoF, meaning that the measurement model (outer model) with the

PLS Path Modeling can identify global optimization criteria to determine the Goodness of Fit index. The Goodness of Fit or GoF index developed by Tenenhouse et al. (2004) is used to evaluate measurement models and structural models and in addition provides a simple measurement for the overall model prediction. The GoF value criteria are 0.10, 0.25 and 0.36 which indicate that the GoF is small, GoF Medium and GoF Large (Ghozali and Latan, 2015). The GoF value can be seen in table 5.

structural model (inner model) is in good agreement. model) is appropriate or valid.

DISCUSSION

The first hypothesis test in this study aims to examine the effect of the Innovation variable (X1) on Marketing Performance (Y). Based on the results of data analysis using bootstrapping in SmartPLS, a t-value of 10.666 was found, which is greater than the t-table of 1.96, and a significance value of 0.000 which is below the threshold of 0.05. These empirical results prove that Innovation has a significant influence on Marketing Performance, so that the first hypothesis can be accepted. The path coefficient value obtained is 0.102

with a positive relationship direction. This indicates that every increase in the quality of innovation will be followed by an increase in marketing performance, and conversely, a decrease in innovation will decrease marketing performance. Based on Sugiyono's classification, the strength of this influence is in the very weak category because its value is in the range of 0 to 0.2.

Conceptually, innovation variables are measured through six main indicators, namely uniqueness of product design, product variety, market interest in the product, pioneering in entering new markets, new product introduction initiatives, and the ability to establish new partnerships. This empirical finding is apparently inconsistent with the conceptualization of Pearce II and Robinson which states that managerial innovation is always a parameter tied to the classification of goals through psychological components and internal processing systems. Nevertheless, the finding that management innovation has a significant positive effect on the performance of small and medium industry players (SMEs), especially in the Baby Squid SME through a GeSCA path coefficient value of 0.029 and a CR value of 4.28, emphasizes the strategic function of the innovation. Varied product indicators are the most dominant form of innovation variables, while sales turnover growth is the largest contributor to the SME performance variables.

The results of this study strongly support Akgun's previous findings, which stated that a company's emotional and managerial capacity has

a positive effect on organizational effectiveness. This conclusion is also in line with the research of Man and Wafa in Malaysia, as well as the studies of Suci, Wai and Kuan, Chi, Hsu, Fening, and Dani, which emphasized that management innovation directly determines the success of small business performance. However, these results differ from the views of Ursic and Mulej, who argued that management innovation does not have a significant direct effect on business performance. Theoretically, the results of this study strengthen Tidd and Pavitt's theory that innovation management coordination is crucial in various industrial scales. This is in line with Daft's view, which states that management is the process of achieving organizational goals effectively and efficiently through planning, organizing, and directing all available resources.

Meanwhile, the second hypothesis testing was aimed at analyzing the influence of the Ability variable (X2) on Marketing Performance. The test results showed a t-value of 6.833 which was greater than 1.96 with a significance value of 0.000, so the second hypothesis was also officially accepted. The path coefficient obtained was 0.783 with a positive relationship direction, which indicated a strong influence because the value was above 0.4 based on Sugiyono's criteria. The capability strategy implemented appropriately by the owner of the Baby Cumi IKM was proven to be able to provide a very significant and direct boost to improving marketing performance and overall business growth. The findings regarding the strong

influence of this capability provide real confirmation that supports the theoretical basis and the results of previous studies that have been put forward by Jauck and Glueck, Pierce II and Robinson, Wafa, Parnell, Bordean, Mohd, Hsu, Li and Tan, and Acquaaah.

CONCLUSION

Based on the results of research on the influence of innovation and capability factors on marketing performance in Baby Cumi Micro, Small, and Medium Enterprises (MSMEs) in Banjarmasin City, a comprehensive conclusion can be drawn regarding the real conditions and dynamics of the relationship between the variables studied. In general, the growth and development of the quantity of MSMEs in Banjarmasin City shows a very positive and significant upward trend from year to year. This surge in growth is dominated by micro-enterprises and business units operating in the food and beverage sector. This sector plays a crucial role as one of the driving forces of a resilient community economy, as well as being a strategic instrument for the local government in efforts to reduce unemployment and alleviate poverty in the region. Although quantitatively showing rapid growth, most MSMEs in South Kalimantan still face classic challenges, such as very simple business management, the lack of official legal status, and limited insight and human resource skills caused by low levels of formal education and neglect of non-formal training.

Through an explanatory quantitative approach using Partial Least Square Structural Equation Modeling (PLS-SEM), this study successfully evaluated the validity and

reliability of operational instruments before testing the structural relationships between variables. In testing the structural model or inner model, empirical facts were found that prove the innovation factor has a significant influence with a positive relationship direction on the marketing performance of Baby Cumi MSMEs. This positive influence indicates that every creative action and quality improvement manifested through indicators of design uniqueness, product variety, market interest, market pioneering, new product introduction initiatives, and the ability to build partnerships will be directly proportional to the increase in business marketing performance achievements. However, when viewed from the strength of the relationship based on its path coefficient, the influence of this innovation factor is in the very weak category. The product variety indicator is identified as the most dominant form of innovation variables in helping business actors maintain their operational existence amidst tight competition.

On the other hand, the results of the second hypothesis test provide clear confirmation that the capability factor has a positive and highly significant influence on marketing performance. In contrast to innovation, the influence generated by this capability factor is very strong. This proves that mastery of solid management skills—manifested through strategic planning, appropriate decision-making, orderly work distribution, team building, effective employee communication, and punctuality—is the most immediate and crucial primary driver

for Baby Cumi MSMEs in improving their marketing performance. Managerial skills applied appropriately by business owners have been proven to optimize sales turnover, production volume, and overall profit growth. Simultaneously, the strong integration between innovation and capability variables is able to explain variations in marketing performance formation with a

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